

2004 - June 25 - Boston MA

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Democratic National Committee
Executive Committee Meeting
June 25, 2004
4:42 p.m.
Afternoon Session
Boston Park Plaza Hotel
Boston, Massachusetts 02116

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REPORTED BY: Judy L. O'Shea
A P P E A R A N C E S
Mr. Terence R. McAuliffe, Chair
Hon. Lottie H. Shackelford
Hon. Wellington Webb
Mr. Mark Brewer
Hon. Mike Honda
Ms. Susan Turnbull
Ms. Alice Germond, DNC Secretary
Ms. Maureen White
Ms. Dorothy Mrowka
Mr. Alvaro Cifuentes
Hon. Yvonne A. Gates

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Hon. Bob Ream
Ms. Rachelle J. Valladares
Ms. Carol F. Khare
Mr. James Roosevelt, Jr.
Mr. Keith Umemoto
Ms. Marianne C. Spraggins
Hon. Harvey Johnson, Jr.
Hon. Raymond Buckley
Mr. Arrington Dixon
Ms. Elizabeth M. Smith
Hon. Thomas C. Hynes
Ms. Linda Honold
Hon. Gilda Cobb-Hunter
A P P E A R A N C E S (Continued)
Mr. Steven K. Alari
Mr. Kevin O'Connor
Mr. Tony Welch
Mr. Phil Johnson
Hon. Art Torres

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PROCEEDINGS

MR. MCAULIFFE: Good evening. I
would like to now call the executive
committee meeting to order. I would like
now to recognize the greatest secretary in
the history of the DNC, Alice Germond, for
determination of a quorum.

MS. GERMOND: Mr. Chairman, we
have a quorum.

MR. MCAULIFFE: Thank you, very

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11 good, very good, Alice.
12 I would like now to ask you all
13 to stand please and we will say the Pledge
14 of Allegiance.
15 (Pledge of Allegiance.)
16 Thank you. I would now like to
17 recognize one of the greatest state chairs
18 in the United States of America; the great
19 state chair from the great state --
20 MS. GERMOND: States chair, not --
21 MR. MCAULIFFE: -- Well, we are
22 all together. Definitely the greatest
23 chair in the state of Massachusetts -- in
24 the history of the state of Massachusetts.
25 Phil, as you know, has been the chair since

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1 2000. I have nominated him to serve as on
2 of the nine vice chairs of the 2004
3 platform committee. He recently attended
4 the Drafting Committee's last hearing in
5 Santa Fe, which I hear was a very enjoyable
6 time. He has a background in healthcare
7 and human services, served in the state
8 legislature and is secretary of the State
9 Department of Health and Human Services.
10 Ladies and Gentlemen -- our own Phil
11 Johnson.

12 MR. JOHNSON: Thank you. All
13 right, well I hope I get a pay raise.
14 Thanks to the greatest chairman
15 of the Democratic National Committee. And
16 I know that he's not interested in this at
17 all but on my way over here I secured an
18 additional \$25,000 contribution to the
19 Democratic National Committee.

20 PARTICIPANT: From a cab driver.
21 MR. JOHNSON: Yeah, from a cab
22 driver. No, from a demonstrating cop --
23 I'm only kidding -- Do something for us.
24 Have you enjoyed all of that, by
25 the way, in your time here?

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1 Look, just on a serious level
2 though, I want to say that he is the best.
3 You know, we've worked closely together
4 since Terry became chair and since I became
5 chair. I've been in this business a while
6 and I don't think there's anybody who has
7 done more for the Democratic Party
8 nationally, in my memory, than Terry
9 McAuliffe.

10 I remember so vividly, two years
11 ago when we were on the ropes here in
12 Massachusetts and we were trying to elect a
13 governor, you know we elect democrats to
14 virtually every other office in
15 Massachusetts but for some reason we've had
16 a hard time. Maybe that's the reason --
17 we've had a hard time securing the
18 governorship and I remember talking to
19 Terry and I said, "we're going to have a
20 dinner over at Ted Kennedy's house in
21 Washington. Anything you can do for us and

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22 for our nominee Shannon O'Brien, we would
23 deeply appreciate." We didn't really put
24 the squeeze on him that much, did we? He
25 showed up and had a check for \$125,000, so

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1 I'm returning at least part of it today.
2 MR. MCAULIFFE: Thank you, Phil.
3 MR. JOHNSON: But that's the kind
4 of chairman Terry's been and he's delivered
5 on every single commitment he made when he
6 ran for chairman.

7 I think that's one of the
8 fundamental reasons that we are going to
9 not only have a great convention despite
10 all of the stuff you've been reading in the
11 Boston press in particular -- if you go
12 online and read the Globe. Don't read the
13 Herald while you're here, by the way, if
14 you want to avoid having to take massive
15 doses of Prozac during your week here, just
16 avoid The Boston Herald, but the Globe you
17 can occasionally read, but even the Globe
18 has been pretty tough on us.

19 But despite all that, Jim
20 Roosevelt will I'm sure confirm this -- we
21 are going to have the best convention the
22 Democratic Party has ever had and we are
23 going to try to make you proud of the city
24 of Boston of the state of Massachusetts.

25 And it's such a wonderful time to

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1 be chairman of the party here in
2 Massachusetts, because not only are we
3 going to have a great convention, but we
4 have our boy. John Kerry is going to be
5 the next president of the United States.

6 And I just want to close by
7 saying that I've known John very, very well
8 for decades now and some of us in this
9 room, Jim Roosevelt being one of them,
10 Artie Eksaferis, Alan Solomon, others who
11 are on the executive committee who have
12 known John so well.

13 I will tell you one thing about
14 him and you saw this briefly in the primary
15 campaigns, but you'll see it even more in
16 the September/October period -- he is the
17 single most ferocious campaigner I've ever
18 known, and he is angry; he's angry about
19 the direction that George Bush and his
20 folks have led this country during the past
21 four years. And I think when the American
22 people see John Kerry standing next to
23 George W. Bush during those debates in the
24 fall, that there's really not going to be
25 any question about who the next president

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1 of the United States is going to be.
2 So let me just say on behalf of
3 the state party of Massachusetts, we are
4 delighted to have you all here. For the
5 DNC Executive Committee Meeting, I'm sure
6 you are aware of the fact that the state

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7 chairs are here as well, and we're getting
8 ready for one whale of a week beginning
9 July 26th, and then we're going to have a
10 victory party on the night of the first
11 Tuesday in November that will end all
12 victory parties with the democratic party,
13 and on January 20th we are going have a new
14 president of the United States named John
15 F. Kerry, and everybody here will have had
16 a lot to do with that victory.

17 Thank you all very much and
18 thanks to Terry.

19 MR. MCAULIFFE: Thank you, Phil.
20 Thank you.

21 Thank you -- Phil did mention The
22 Boston Herald. I have to tell you, last
23 week we were at an event in Washington --
24 Senator Kerry and I -- a great event that
25 Susie Turnbull hosted with 2,500 women, and

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1 as I was walking up to my seat a couple
2 press grabbed me, asked me questions about
3 Iraq and this other thing, and this woman
4 puts a tape recorder in my face and says,
5 "what do you think about the traffic
6 problems in Boston? Isn't it going to be
7 horrible?" And I said, "well, Ma'am, who
8 are you with?" She said, "I'm with the
9 Boston Herald." I said, "No, to be honest
10 with you it's going to be fine. I've been
11 through this many times. People are going
12 to be able to walk everywhere. It's
13 really, you know, people shouldn't
14 overreact. It's going to be easy traffic
15 and all that." Didn't think much of it; I
16 really wasn't with the woman for 30
17 seconds. The next day -- Boston Herald,
18 front page -- "McAuliffe says traffic no
19 problem", and then if you go to the insert
20 there's a whole story how I am absolutely
21 clueless, and they compared me to Baghdad
22 Bob and Colonel -- this is a true story --
23 and Colonel Klink. They had the three
24 pictures of us up there. So when you talk
25 about the -- I guess I should have said

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1 yeah, it's going to be horrible, it's going
2 to be a rotten convention; traffic will be
3 everywhere. We never should have come to
4 Boston. But I answered the way I thought I
5 should have. I didn't think it would be
6 the front page of the Boston Herald the
7 next day so I appreciate what Phil has
8 said. Just remember, we are all walking
9 around during the convention.

10 I would also like to recognize
11 Representative Jeffrey Sanchez from the
12 great state of Massachusetts, who is the
13 only Hispanic Rep in the State House and we
14 are going to work hard to make sure that he
15 has some colleagues. He is here as a guest
16 of Alvaro Cifuentes. I would like to thank
17 him and give him a great round of applause.

18 Jeffrey, would you like to add
19 anything?

20 MR. SANCHEZ: I am excited about
21 the convention. Let's make sure that we do
22 all that we need to do to get John Kerry in
23 office. Thank you very much.

24 MR. MCAULIFFE: Thank you very
25 much and thank you for joining us.

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1 As you know, we are having our
2 platform committee hearings all over the
3 country. We did it a little differently
4 this year. We have four different hearings
5 in different parts of the country. We will
6 have our final big meeting down in Miami on
7 July 9th through the 10th. I encourage all
8 of you to come. I am hosting big cocktail
9 reception on the evening of the 9th and
10 then we will have our final platform done
11 on July 10th. Congresswoman Rosa
12 Delauro and Congresswoman Stephanie Tubbs-
13 Jones are going to be here with us today to
14 talk about the platform committee, but it's
15 amazing how this all works with Republicans
16 --they have called the House back in to
17 session today so they are not here with us
18 today. It's amazing, whenever we have
19 anything they seem to have these votes or
20 times when John Kerry goes back, they seem
21 not to have votes. That's why we need the
22 majority of the United States House and
23 Senate, but we have tremendous -- even
24 better replacements for the two of them to
25 talk about the platform committee. I would

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1 like to recognize Alice Germond -- where
2 did Alice go?

3 MS. GERMOND: Over to my panel.

4 MR. MCAULIFFE: Oh, it's going to
5 be a panel -- excuse me. I'd like to
6 recognize Alice Germond.

7 MS. GERMOND: Today's panelist.

8 MR. MCAULIFFE: Right -- Alice
9 Germond, Kevin O'Connor, and our great DNC
10 Press Secretary, Tony Welch who I enjoyed
11 watching last Sunday on Inside Politics,
12 ripping to shreds the RNC pressperson. And
13 Kevin O'Connor, as you know, is a member of
14 the Drafting Committee, and is with the
15 International Firefighter's Union as a
16 special assistant to the International
17 President, Harold Schaffenger, and I thank
18 the three of you for joining us and to talk
19 about what has been happening on our
20 platform.

21 MS. GERMOND: Thank you, Mr.
22 Chairman. This truly was a remarkable
23 platform drafting process and I've attended
24 many of these over too many years -- I
25 won't admit how many, but this year it was

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1 truly historic and remarkable. What we did
2 is we went to three different states --

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3 target states, interestingly enough -- to
4 hold hearings to gather information for the
5 platform, built around thematic ideas
6 rather than a sort of litany of individuals
7 who had particular concerns. That way we
8 were able to talk to and talk about the
9 particular issues that most of America and
10 most importantly, John Kerry knows will be
11 the kinds of issues that will elect him the
12 next president of the United States.

13 We invited presenters who were
14 true experts or people who had experienced
15 first-hand some of the problems confronting
16 our nation, and it really was truly a
17 remarkable process.

18 Chaired by Congresswoman Rosa
19 DeLauro, who did an absolutely outstanding
20 job, the 16 members of the Platform
21 Drafting Committee were just a remarkable,
22 remarkable group of people. They included
23 former Secretary of Defense, William Perry,
24 congress members Shelly Berkeley, Errol
25 Blumenauer, and Hilda Soleece, former

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1 Assistant Attorney General, Bill Langley,
2 under Secretary of HUD, Roberta Ashenberg,
3 and representatives of labor, of business,
4 and of the many activist constituencies
5 that proudly are part of our party.

6 Our first hearing was in
7 Portland. It was on homeland security and
8 what we did before we actually started the
9 hearings to give our friends from local
10 television a chance to have some pictures
11 to go with the important testimony, was we
12 toured the port, took a look at some of
13 those containers coming in, had some
14 reference to what we were going to be
15 talking about during the course of that
16 particular hearing.

17 We heard from firefighters and
18 from police officers about the needs of
19 first responders -- the unmet needs for the
20 most part. From nurses and doctors about
21 the need for more training, from former
22 FEMA administrator James Lee Witt, who
23 really talked about what it was like on the
24 front lines and how much more difficult it
25 is not in these days without the kind of

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1 proper information, the failures to prepare
2 adequately for what could confront our
3 nation yet again. It was truly, truly
4 frightening, to be honest.

5 And for me, perhaps one of the
6 most poignant testimonies came from one of
7 the longshoremen himself. He talked about
8 his concerns for his workers. He talked
9 about how inadequate they were trained with
10 no clear knowledge what even to look for,
11 and even more frightening, what to do if
12 they found something. It was truly a
13 remarkable testimony and the one that I

14 think we all came away with some very
15 serious concerns for our nation.
16 Our second hearing was at Baton
17 Rouge. The topic was the national security
18 and the war in Iraq, and there we heard
19 from Paul Ricoff, who was a Lieutenant with
20 the National Guard from New York. He had
21 just recently returned from Iraq. He
22 talked about the men and women he had under
23 his group. I don't even know if that's the
24 right term. I promise I'll learn them and
25 I was learning them. For me it was

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1 exciting to learn more of these substantive
2 issues. But anyway he talked about the
3 lack of basic materials -- they are sending
4 home for batteries - their equipment
5 failures, the supplies that just weren't
6 there for them, the ill-preparedness as we
7 went into this war, of our mighty military
8 machine.

9 And equally memorable to me,
10 during the question and answer period he
11 commented that he actually saw more
12 employees of Halburton than he saw
13 Coalition partners. We all thought that
14 was an interesting and telling comment.

15 And finally, he struggled to
16 explain to us his troubling inability to
17 explain to the reservists for whom he was
18 their leader, why we were there, with no
19 clear mission, finding no weapons of mass
20 destruction, no links to Alcaida, and no
21 plan for the peace.

22 And it was those kinds of stories
23 from people who were really on the front
24 lines that helped, I think, clarify for us
25 how important it is that we change this

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1 administration.

2 Senator Gary Hart talked about
3 the administration's overall failures to
4 plan for this war. We heard from a number
5 of former generals, from diplomats on the
6 rebuilding of our relationships with allies
7 and how desperate our position is in the
8 world; how friendships that were forged
9 after years, and years, and years of
10 serious work no longer existed.

11 Our third and final hearing was
12 last weekend in Santa Fe where we met at
13 the Santa Fe Indian School, an historic
14 location and one with a rather tragic
15 history in fact, but now happily a
16 wonderful one.

17 After a day and a half of
18 hearings on job losses, manufacturing,
19 rural economy, health, environment,
20 education, civil rights, voting rights,
21 poverty, hunger, it was truly breathtaking.
22 Governors Richardson, Vilsack, Zabelias,
23 Doyle, were all there and spoke to the
24 committee. There were again, a tremendous

25 number of really important and tragic

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1 moments.

2 To me one of the most telling was
3 this woman who testified that she had been
4 sent to India to train her replacement and
5 then was given one and a half days to clear
6 out her desk, and her son has sickle cell
7 anemia and she really has a future of
8 tremendous concerns both for her
9 healthcare, finding a job that will enable
10 her to take care of herself and her child,
11 and the coldness with which she was
12 treated, and the desperate need we all have
13 to help America to get back to work in a
14 real way not in jobs that don't pay without
15 healthcare.

16 The hearing spanned more than 26
17 hours. The committee heard testimony from
18 87 individuals. The hearings generated
19 incredible media, which Tony is going to
20 talk about shortly, and in addition to the
21 three regional hearings, we have a website
22 which has an interactive platform with more
23 than 3,000 individuals and organizations
24 sending us material, some of which we hope
25 to incorporate into the final platform.

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1 We are currently finishing up the
2 draft, which will be reviewed as the
3 Chairman said, by the 186 member platform
4 committee in Miami in a couple of weeks,
5 and then of course the final document will
6 be voted upon by the full convention.

7 The draft this year is going to
8 be a little different than some of our
9 earlier platforms, reflecting again the
10 thematic approach that the Kerry campaign
11 and the Democratic National Committee and
12 Convention thought would be a more
13 responsive and stronger document than we
14 may have had in some recent years.

15 There will be various essays,
16 probably 10 of them on such issues as
17 foreign policy, terrorism, healthcare,
18 education, homeland security, energy, the
19 environment, just to name a few. And it
20 will be more general, more elegant, if I
21 may, rather than a sort of laundry
22 list/check list of this, that, and the
23 other thing that sometimes has been
24 manipulated interestingly by our friends on
25 the other side of the aisle, so that our

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1 platform, instead of being an inspiring
2 document, ends up being a document that
3 sometimes can be -- look like something
4 that we didn't write and that wasn't what
5 we are all about.

6 I would now like to introduce
7 Kevin O'Connor, who was both good company
8 and a good friend, and an inspiration on
9 the Drafting Committee. Kevin is the

10 assistant to the general president of the
11 International Association of Firefighters
12 and he directs the Governmental Affairs and
13 Public Policy Divisions. Previously, Kevin
14 was the president of the Maryland State and
15 District of Columbia Professional
16 Firefighters, and the Baltimore County
17 Firefighters Association. He served as a
18 firefighter and emergency medical
19 technician for 15 years and has received a
20 commendation -- probably several -- for
21 bravery.

22 Kevin is going to talk with you a
23 little bit about some of the issues of
24 these hearings, some of the real meat. My
25 job is to give the overview that Rosa and

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1 that Congresswoman DeLauro and
2 Congresswoman Stephanie Tubbs-Jones were
3 going to give, and Kevin will talk a little
4 bit more about some of the specific issues,
5 what we learned, what we must change, and
6 where we go from here. Kevin --

7 MR. O'CONNOR: Thank you Alice,
8 thank you Mr. Chairman. It's truly an
9 honor and privilege to be here today and
10 talk a little bit about all the work of the
11 Drafting Committee.

12 I am going to keep my comments
13 kind of brief today, because I have a
14 picket line to organize for the
15 firefighters when I'm done here. Just
16 kidding, Phil.

17 MR. JOHNSON: Thanks.

18 MR. O'CONNOR: No, actually it's
19 kind of tough to condense into seven to ten
20 minutes an overview of everything the
21 Drafting Committee was exposed to, but
22 before I actually begin the specifics of my
23 comments, I do want to congratulate the
24 staff of the DNC.

25 Alice spoke about the various

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1 luminaries, front line folks, and ordinary
2 people that we heard from and collectively
3 they really coupled together a story that
4 provides enough hard policy for the
5 democrats to really craft a very winnable
6 platform; something that would be very
7 readable in terms of the document, and more
8 importantly, sellable to the voters.

9 Alice referenced the fact that we
10 are going to have approximately 10 essays
11 addressing various policy issues and the
12 overriding theme that the party, we believe
13 needs to embrace is that of strength;
14 strength with respect to the economy,
15 strength with respect to the military,
16 homeland and national security, issues such
17 as the environment, education, and so
18 forth.

19 To begin with, the first hearing
20 was on homeland security and this is an

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21 area quite honestly, that we feel that the
22 party has a great opportunity to really
23 claim as our own. It's undeniable that for
24 the last 20 years the republicans have
25 really claimed issues of national defense

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1 and strength. They've done it through
2 sound bites and rhetoric, the reality is
3 quite a different story, but the simple
4 reality today what we are facing is we have
5 an opportunity to reclaim that issue.

6 Clearly the democratic party,
7 elected officials at all levels of
8 government have done a tremendous job with
9 issues such as the economy, social justice,
10 etc., but in most data that we've seen, the
11 issue that the voters actually give us a
12 little bit of a decline on is that of
13 strength and I think there's unanimity
14 among the Drafting Committee that that is
15 an issue that we really have to take and
16 once again make our own.

17 One of the premises of John
18 Kennedy's New Frontier was prosperity at
19 home and prestige abroad and that is
20 something that at the end of the day I
21 think we need to re-embrace to make sure
22 that we are successful in November.

23 We have boundless opportunities.
24 President Bush's record on homeland
25 security has been absolutely dismal. From

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1 his failure in the intelligence community
2 to his lack of funding for first
3 responders, his original opposition to the
4 Department of Homeland Security, the
5 continued fact that money is not reaching
6 state/local government first responders,
7 there is a real opportunity for us to grasp
8 that issue in addition to what we have on
9 the economy and say, "Listen, the
10 democratic party is going to be very, very
11 strong when it comes to protecting your
12 home towns and protecting your family."

13 The witnesses that we heard,
14 specifically former Director James Lee
15 Ritt, really gave us a nice outline or
16 platform by which we can build on that
17 issue.

18 From hardening targets to border
19 security, one of the things that was most
20 telling to me was when we visited the port
21 in Portland, the fact that still under five
22 percent of all the cargo coming into this
23 country is inspected.

24 Senator Joe Biden put in some
25 very persuasive testimony with respect to

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1 rail security. It's dismal how poorly
2 prepared we are to handle a real emergency
3 such as what happened in Madrid. It's
4 truly terrifying.

5 These are issues that we can

6 couple together in terms of a platform and
7 promise the American people that we will
8 address them and make them safer.

9 Moving on to our foreign policy,
10 we basically have a two-front conflict that
11 we need to deal with; one obviously is
12 homeland security and we've talked briefly
13 about that, but that needs to be partnered
14 with respect to a foreign policy that
15 really talks about internationalism,
16 cooperation, and the end of unilateral
17 action.

18 We need to take that foreign
19 policy, piece it together with a firm and
20 very strong commitment to our military. I
21 think at the end of the day we need to
22 reassure the American people that we will
23 have a military that is second-to-none in
24 terms of strength and that America will be
25 a country that is first among equals in the

0026 world community.

1 One of the failings in the Bush
2 administration has very simply been that
3 they haven't taken care of the soldiers and
4 sailors who are protecting this country.
5 From Afghanistan to Iraq, the needs of our
6 soldiers are unmet.

7 worse still, the needs of our
8 veterans who placed their lives in jeopardy
9 in various wars, are being unmet. The
10 waiting time for an average physical at the
11 V.A. is over six months.

12 We need to make sure that we have
13 a covenant with our existing military and
14 with our veterans that we put our soldiers
15 and sailors first and we put the veterans
16 who defended this country in front of the
17 line when it comes to receiving their
18 benefits. This can all be put together
19 with a very robust program for increasing
20 the military.

21 Senator Kerry has called for
22 40,000 new soldiers, specifically 20,000 in
23 the arena special forces. We need to make
24 sure that the American public understands

0027 that the old days of the cold war are done.
1 we really don't need a missile shield, we
2 need to be adept at healing the challenges
3 of this millennium in terms of Special
4 Forces, in terms of our ability to
5 infiltrate the enemy and deal with them in
6 street combat in cities in places such as
7 Baghdad.

8 I think that the help of
9 Secretary Perry on the committee and the
10 various generals who provide the testimony
11 clearly indicate that the path taken by
12 this administration is absolutely incorrect
13 and that this is again an issue that the
14 democrats can say, "Listen, we are not
15 promising Raytheon and all of these
16

17 companies unlimited resources to develop
18 weapons systems, what we are promising is a
19 military that will meet the needs of this
20 country and protect our interests both at
21 home and abroad."

22 Segueing on to the economic
23 issues, continuing with the strength -- the
24 thematic theme of strength and opportunity,
25 somebody said not too long ago, their quote

0028 1 was: "I will work to build a single nation
2 with justice and opportunity." Those words
3 were spoken by George W. Bush's
4 inauguration four years ago and clearly the
5 rhetoric doesn't match the actions.

6 I don't need to lecture to the
7 Executive Committee of the DNC, Bush's
8 dismal record on the economy. Obviously
9 even with short term improvements in jobs,
10 under employment in this country is a major
11 problem. We've lost one in eight
12 manufacturing jobs. The statistics
13 indicate that for those jobs that have been
14 lost, the average income for the
15 replacement jobs in the service sector is
16 about \$13,000 less, so good jobs have been
17 hemorrhaging overseas in large part
18 predicated to the tax policies which
19 encourage corporations to seek offshore
20 shelter and outsource.

21 The deficit is at record levels.
22 Poverty is at an all time high. The
23 country is clearly on a wrong track and the
24 democrats have an opportunity to deal with
25 that. And first and foremost among that

0029 1 has to be the issue of jobs.. More than
2 anything else we have to go back to the old
3 covenant that we had with the American
4 worker -- that if you are willing to work
5 and your trained to work there will be a
6 job available for you that provides a
7 living wage in which you can truly have the
8 promise of the middle-class. Our middle-
9 class is diminishing and one of the things
10 the Drafting Committee is again in
11 unanimity on is we have to restore that
12 promise. We have to make sure that people
13 across all spectrums of society have the
14 opportunity to have employment which
15 provides healthcare.

16 One of the fundamental tenants of
17 an economic policy is obviously progressive
18 tax structure, assuring accessibility in
19 healthcare, affordability in healthcare,
20 and making sure that our workers, through
21 education beginning in pre-K continuing
22 through secondary, college, and most
23 important in today's world, continuing job
24 training, are able to meet the challenges
25 of the millennium in terms of the new

0030 1 economy and that means embracing new

2 technology such as broadband and the
3 opportunities of improving the
4 infrastructure to also assist in homeland
5 and national security, which again create
6 additional jobs. We can do this by also
7 addressing social concerns and making sure
8 that the needs of the environment and a
9 sound energy policy are addressed as well.

10 Clearly, the initiative for
11 President Bush in terms of clear skies is a
12 joke. This is the worst administration in
13 the history of our nation concerning
14 environmental policy. This is an issue,
15 again, that we have - the democrats have
16 always been perceived as very, very strong
17 on the environment. We need to couple this
18 with respect to our economic policies and
19 make sure that it's a complete picture.

20 Energy independence, less
21 reliance on middle-eastern oil, recyclable
22 energy resources; these are all issues that
23 we address in terms of the essays in the
24 Drafting Committee.

25 Basically I think we need to be

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1 premised upon the opportunity for all and
2 privilege for none. The policies of this
3 administration have benefited
4 disproportionably wealthy and we need to
5 get back to putting people first, and I
6 think throughout the deliberations of the
7 platform Drafting Committee, from homeland
8 security, national security, and most
9 importantly the domestic issues; the
10 economy, jobs, education -- we really do
11 have the opportunity to make a document
12 that addresses and captures the spirit of
13 our party, but more importantly reaches
14 beyond that and allows us to have a
15 document which sells to swing voters, to
16 weak republicans, that really embody the
17 principles of a strong democratic party.

18 I'd like to conclude with just
19 one observation. At the end of the day it
20 really is all about winning and we need to
21 make sure that we're realistic when this
22 platform is finally adopted and crafted in
23 the sense that it appeals across all
24 spectrums of our society and of our party.

25 Beginning in the 1970's, we very

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1 appropriately embraced diversity and for
2 the last 30 years our platform rules, and
3 the party rules, and the party platform has
4 reflected that philosophy and rightly so,
5 but unfortunately we have lost a lot of
6 swing voters -- call them Reagan democrats
7 or forgotten majority, etcetera, and in
8 this document we need to take a big tent
9 and make it a little bit larger. We need
10 to go out, get some of the European
11 ethnicity, the Irish, the Italians, that
12 have gravitated away from the party, sudden

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13 democrats, state's rights democrats, people
14 of faith, and yes even gun owners; we need
15 to say there's a place in the democratic
16 party for all of you. If we're able to do
17 that, if we're able to craft a platform
18 predicated upon strength, individual
19 freedoms and opportunity for all, we'll
20 have a winning opportunity in November and
21 I think that the final product with the
22 Drafting Committee will reflect those
23 sentiments and it will be something we can
24 all take pride in. Thanks.

25 MS. GERMOND: You can see why

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1 Kevin was such a tremendous asset to the
2 Drafting Committee. His questions were
3 penetrating to the people who were
4 testifying and he obviously listened to
5 their answers and their testimony, and as
6 we draft the platform which we are doing
7 now, Kevin has already stepped up to the
8 plate a number of times to help us create a
9 document that we will all be proud of.
10 And to talk a little bit more about that
11 document and the process of reaching out
12 the media and making sure our message has
13 resonance, I'd like to introduce someone
14 who doesn't really need an introduction --
15 our wonderful press secretary Tony Welch.
16 Tony was our press person at all of our
17 platform hearings except part of one.
18 Prior to coming to D.C., he was the
19 communications director for the Florida
20 Democratic Party and the Florida Teacher's
21 Union, and he is going to wrap up here and
22 talk a little bit more about our message
23 and where we go next.

24 MR. WELCH: Thank you. I'll just
25 take a couple minutes, but I wanted to

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1 point out that the message is -- or the
2 moving testimony that Alice and Governor
3 O'Connor pointed out were more than just
4 testimony to the committee. This would
5 become testimony to all of America, because
6 considering that CSPAN was at every one of
7 our hearings, we were obviously talking to
8 a much larger audience. But the idea, if
9 you take a look at where we were with
10 starting in Portland, Oregon and then in
11 Baton Rouge, Louisiana, and then in Santa
12 Fe, New Mexico, and we'll wrap up in Miami
13 --we are talking about all swing states,
14 all targeted states. Very important to get
15 the message in those states, and get the
16 media in those states. So we had always
17 the local press would turn out; the local
18 newspapers, sometimes from far around, and
19 also television and radio. So the result
20 of these hearings were dozens of stories in
21 those newspapers and many more stories on
22 the local television and on radio. But in
23 addition to that and in fact in some of --

24 in your packet there's a story from The New
25 York Times, in addition to that we did have

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1 reporters from The New York Times, Miami
2 Herald, The Washington Times, The
3 Philadelphia Inquirer, Associated Press,
4 which show up to cover these hearings as
5 well to illustrate these stories. If you
6 haven't caught it on CSPAN yet, you will
7 catch it I'm sure, when they broadcast from
8 Miami. I think we're actually going to go
9 live from Miami in my talks so far with the
10 folks from CSPAN.

11 With the death of Ronald Reagan,
12 we cancelled one of the hearings which was
13 in Ohio. I just found out that there will
14 be an advisory forum; a platform advisory
15 forum that will be hosted by Congresswoman
16 Stephanie Tubbs-Jones, platform committee
17 co-chair, sometime next week in order to
18 give the people from Ohio, a very, very
19 important state, a chance to participate in
20 this process. So that is something that we
21 are looking forward to and we are sending
22 out the news advisory from the DNC today.

23 We've already thanked the DNC
24 staff. It's difficult to take any sort of
25 credit with the press with all of this work

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1 that the committee members and the other
2 DNC staff have put into pulling off these
3 hearings, but it has been something to see
4 and if you didn't catch it, I hope you will
5 catch the next CSPAN, July 10th, on
6 Saturday, when they will be there; so good
7 job by all and thanks.

8 MS. GERMOND: Thanks Tony and I
9 don't know whether we have time for any
10 questions -- do we?

11 MR. MCAULIFFE: Anything you want
12 - questions for the --

13 MS. GERMOND: Questions, briefly
14 -- I know we have a long agenda.

15 MS. GATES: I have one question.
16 Alice, I'm just trying to find out -- what
17 is the drop dead date for information to be
18 submitted either in writing, to the
19 platform committee?

20 MS. GERMOND: Now -- as soon as
21 possible. We are in the process of
22 drafting. We have drafted the first five
23 sections but we will be able to amend them
24 and continue working on them all the way up
25 until the actual platform committee meets

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1 in Miami on July 10th, but in all
2 seriousness, if there is a way to get that
3 material to us in the next week or so, it's
4 easier to write it in than to amend the
5 process, so we'd appreciate it as soon as
6 possible.

7 MR. MCAULIFFE: Or you can submit
8 it on line as well, at www.democrats.org.

9 There's a place to do that.

10 MS. GATES: The only reason that
11 that I ask is that the Black Caucus, people
12 had been sending around -- they've been
13 sending around to Black Caucus members
14 online, so that I know we have some
15 material with Kevin -- has put it together,
16 we just need to give it to you just to get
17 some feedback on some of our members.

18 MS. GERMOND: Okay, are there any
19 other questions?

20 MR. MCAULIFFE: Mr. Dixon.

21 MR. DIXON: Yes, Ms. Chairman,
22 two questions -- 1) whether there will be a
23 platform item dealing with D.C.'s voting
24 status of self determination -- D.C. state
25 -- or typically it has been in the

0038 1 platform. I hope it will be there again.

2 MS. GERMOND: Candidly, I don't
3 know the exact answer to that. The
4 Drafting Committee has not gotten to the
5 civil rights, civil liberties, some of the
6 domestic policy things. What we have done
7 is we've looked carefully at all of the
8 items in previous platforms so that we are
9 sure that we are thinking together about
10 the various different issues that have been
11 included over the many years as we have
12 been drafting platforms. I know that this
13 has come up and I believe that it will be
14 more than very, very likely that that would
15 be in there, but I would be premature in
16 speaking for the Drafting Committee members
17 or the full committee in giving you a
18 definite yes or no, but I certainly would
19 expect to see it there.

20 MR. DIXON: Ms. Chairman, I just
21 want to make sure that we raise it.
22 Secondly, there was a resolution passed in
23 Washington dealing with the Afro-American
24 Museum, construction on the mall, and the
25 resolution was in support of it and I know

0039 1 that there's a lot of interest in this by
2 the Republican Party. In fact they've got
3 a committee that's chaired by many
4 republicans and I hope that we can be on
5 board with that because it has a lot of
6 overtones and significance.

7 MS. GERMOND: Well I think that
8 in the thematic essay speaking to the
9 diversity of the nation, and our rich
10 heritage, and our troubled heritage as
11 well, that these kinds of issues will be
12 dealt with in a general way. I think we at
13 the same time, as I mentioned earlier, may
14 be looking carefully at how many individual
15 specifics we want to talk about as opposed
16 to a more embracing and fuller kind of
17 rhetoric; so I frankly cannot promise that
18 there would be a specific museum that might
19 be noted.

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20 MR. DIXON: It is underway now
21 and I just think it will be symbolically
22 important to us if not substantively and
23 certainly symbolically too, to be part of
24 our platform.

25 MS. GERMOND: Well I think we

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1 certainly should consider it and I
2 appreciate your bringing that up.

3 MR. MCAULIFFE: Anything else?

4 MR. ALARI: Yes, I just want to
5 also commend you for having this on CSPAN,
6 because I've had constituents come up to me
7 and say, "Steven, they're great. We are
8 really enjoying watching these platform
9 hearings." And I want to commend Tony.
10 Today I was at the DNC office with Keith
11 and I noticed Tony was battling with
12 reporters on our behalf and just really a
13 fighter for us. Thank you, Tony, for all
14 the work you do and all the staff -- thank
15 you.

16 MR. MCAULIFFE: Anybody else?
17 Let's hear it again for our panelists.

18 I want to recognize my great
19 friend, Ryan Miller, who is here
20 representing Congresswoman, the next
21 Speaker of the United States, Nancy Pelosi.

22 Next are my remarks, we all heard
23 me at lunch today, but now we are actually
24 having an official transcript of it. I
25 just want to briefly say as I said earlier

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1 today, the next meeting of the executive
2 committee will be on January 21st at 10:00
3 in the morning. We will have all just had
4 a hearty time the night before visiting
5 various inaugural balls for the next
6 President of the United States, John Kerry,
7 and so I will move the meeting to 10:00 to
8 give time for people to get up in the
9 morning and to get ready for our full DNC
10 meeting which will occur at 11:00 on
11 January 21st. I'm thinking forward, I
12 already have it on my calendar.

13 So this will be somewhat my last
14 official executive committee meeting and as
15 I said earlier today at lunch, I want to
16 thank everybody in this room. We are a new
17 party today. We're a party we've never had
18 before. If you remember three and a half
19 years ago, we were a party \$18 million in
20 debt, no data file at all, spending a
21 million dollars a year leasing space to a
22 republican landlord. We had primary
23 calendar that was antiquated; not doing
24 what we needed to do as a party. And all
25 of us working together changed our party

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1 for the better. Today as you know, debt
2 free for our 13th straight month as a
3 party. We don't even allow a debt line on
4 our daily money report. Believe it or not

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5 we have \$56 million in the DNC bank
6 account, which is historic for our party.
7 We just authorized a major budget to go
8 forward of raising another \$100 million. I
9 remind you, this is all federal money,
10 absolutely unprecedented for our party.
11 Three and half years ago we had 70,000
12 email addresses. Today we are over 5
13 million and we will have over 10 million by
14 Election Day, which is truly extraordinary,
15 and we've gone from 400,000 direct mail
16 donors average age 76 years old, to today,
17 we have 1.8 million direct mail donors,
18 average age 45 years old. We are a new
19 party today and I can honestly tell you
20 that the financial shape of this party is
21 now in place for at least the next 10
22 years.

23 I am now projecting, believe it
24 or not, that the direct mail and
25 telemarketing and internet fundraising this

0043 1 year will raise over \$100 million for the
2 Democratic National Committee.

3 So we have moved from a soft
4 money committee to a hard money committee.
5 We now have our new headquarters -- state
6 of the art. Senator Kerry was in the other
7 day. His first use of the new television
8 studio. We've had all different types of
9 activities down there. So it really is a
10 new party today. I also want to thank all
11 of you, because the end results of the
12 primary calendar, which is as you know was
13 much hotly debated in our party within this
14 exact organization and the full DNC
15 membership. But I think we came out with a
16 great calendar. We recognize the need to
17 recognize the different diverse
18 constituencies of our party, to thank the
19 African American community who supports our
20 party 92 percent of the time by allowing
21 states like South Carolina with 44 percent
22 of the vote was African American. And I
23 want to thank everybody who worked with us.
24 Also we brought up Arizona; we brought up
25 New Mexico to represent the Hispanic

0044 1 community which votes for this party 66
2 percent of the time. So we now have a
3 calendar that truly represents our party.
4 We were able to bring up southern states
5 earlier like Virginia than ever before in
6 the history of our party.

7 So I wanted to thank all of you
8 for what you've done to make this party
9 what it is today. We are a different party
10 than we've ever been before and it wouldn't
11 have happened without everybody here's
12 support of moving this party forward. We
13 are in the best shape we've ever been in.
14 Carroll Rove never in his wildest dreams
15 ever would have anticipated that on June

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16 25th that we would be this united, this
17 organized, this energized, with \$56 million
18 in the bank, and because of our early
19 calendar, we had a nominee on March 10th.
20 I'll remind you; Bill Clinton won the
21 nomination on June 2nd. If we had waited
22 until June 2nd, then John Kerry would not
23 have raised that \$100 million that he
24 announced the other day that he raised in
25 March, April and May. So between our two

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1 committees, to think we're sitting on close
2 to \$80 million is truly historic. So the
3 advantage that I worried about for three
4 and a half years, of the huge money
5 advantage by George Bush, was obliterated.

6 Our biggest concern during this
7 springtime is now gone. We have now come
8 out of the spring ahead in the polls -- 11
9 polls recently, we are ahead in every
10 single one of them. With millions of
11 dollars in the bank I don't think anybody
12 would have thought that's possible. We've
13 got an awful long way to go.

14 We have 130 days to go, but
15 because of your efforts and when John Kerry
16 came over to my office two days after his
17 nomination and I was able to tell him and
18 show him a balance sheet that had the 441
19 money fully paid for, in the bank, and a
20 data file now of 177 million names to I.D.
21 grassroots, voters, and activists, he was
22 truly stunned. And as I said earlier
23 today, when I introduced him last night in
24 Los Angeles, when he got up and thanked me
25 in front of these people, he was thanking

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1 you by saying he wanted to thank Terry
2 McAuliffe from the DNC for literally
3 putting the party in the best shape it has
4 ever been in, in the history of our party.
5 So I want to thank all of you in this room
6 and the executive committee who stood with
7 me when we made a lot of big changes. And
8 as I say, the next time we will meet it
9 will be so exciting, after the
10 inauguration, as we are moving forward with
11 a new president, and some of us hopefully
12 will be on to new careers somewhere.

13 I tell you, we got to get the
14 United States senate, folks, just think of
15 those confirmation hearings. For all those
16 around the table. Now for my hearing you
17 could probably sell tickets to -- I have
18 been a little partisan in this job, but you
19 know I figure the only hope I got is
20 telling him I'm going to stay in this job
21 for four more years and they'll walk me out
22 of a job. So I want all of you to send a
23 letter saying I want McAuliffe to stay four
24 more years, because that's the only shot I
25 got of moving through the senate.

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1 But I do want to thank you. It
2 really has been spectacular and everything
3 we said we would do this three and a half
4 years ago with PowerPoint presentation is
5 done. So I want you all to give yourselves
6 a great round of applause and thank you for
7 what you've done for this party.

8 But I will say we've got a long
9 way to go -- 130 days to go. This is a
10 tough group of people. We should have no
11 illusions how tough it is. These guys love
12 power, and they love money, and they aren't
13 going to give it up easily. And it is
14 going to get very nasty, and there's going
15 to be three or four offenses that we don't
16 know today that could have really a dynamic
17 effect on this election. So we got to work
18 each day like it's election day. We need
19 to do that. We are going to have a
20 spectacular convention here in Boston. I
21 was over in the Boston headquarters -- the
22 convention headquarters -- I just came back
23 from over there. Everything is working
24 out. I was very, very concerned about
25 hotel rooms, because I think we are going

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1 to have 30 percent more people attend this
2 convention than we've ever had, but the way
3 things have now worked out we are now going
4 to -- all of our hotels are now resolved
5 and we actually have several hundred extra
6 rooms right now which is something that --
7 well might as well -- why would I keep that
8 quiet from the executive committee?

9 The point is we are in great
10 shape and the issues I was concerned about;
11 the convention and the hotels -- that has
12 been resolved. As I mentioned earlier
13 today, you are going to have all your
14 credentials. I'm embarrassed that people
15 have even raised such an issue with me as
16 Chairman of this party. But it's going to
17 be a great time. We are going to have a
18 lot of fun, raise a lot of good issues.
19 But let's just remember, this is the worst
20 president in modern history. It's about
21 the economy, it's about healthcare, and
22 education, and a horrible failed foreign
23 policy, and there are millions of people in
24 this country who are looking at us to save
25 them, and they are looking to John Kerry to

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1 get them out of what George Bush has put
2 them in.

3 So I want to thank you. We are
4 going to have a little presentation and
5 talk a little bit about politics. We are
6 going to -- Karen Hicks from the DNC, Amy
7 Prichard from the DNC, Marcus Jadotte, the
8 Deputy Campaign Manager for the John Kerry
9 for President, are going to come up here
10 and show us how we're actually going to
11 take all this money, take all these people,

12 and we're going to win this election -- so
13 give them a great round of applause
14 everybody.

15 MR. HYNES: Mr. Chairman?

16 MR. MCAULIFFE: Yes, excuse me --
17 Mr. Hynes?

18 MR. HYNES: Before this begins, I
19 would like to congratulate you. I've known
20 you a long time. I've known you as a great
21 optimist, a great doer, but I remember when
22 you announced those plans a few years back
23 at the beginning of your administration and
24 I said to you that I thought you had walked
25 out on the edge of a very, very wobbly

0050 1 limb, and I think you deserve a round of
2 applause for accomplishing just the
3 impossible.

4 MR. MCAULIFFE: Thank you, thank
5 you.

6 MR. WEBB: Terry, before the
7 presentation is made I want to second what
8 Tom was just saying.

9 Let me also say that leadership
10 is also being modest and not putting forth
11 efforts that put yourself out in front.
12 Lottie Shackelford and I had talked about --
13 and this is not meant to embarrass Terry --
14 I said to him a couple of days ago, I
15 thought we ought to be naming something
16 after Terry. You know, mayors like to name
17 things after people anyway and so this
18 seemed very appropriate, this conversation,
19 and Lottie and I talked about it. I called
20 Terry and Terry's first response was,
21 "Let's get through the convention. Let's
22 win the election." And I thought it really
23 spoke to his character and his priority
24 setting; what's the most important thing,
25 and I think that also shows what a great

0051 1 leader he has been to this party. I just
2 wanted to let you know, while some of us
3 were trying to do something for him that we
4 think really institutionalize what he's
5 done for this party, he rejected that and
6 said let's keep our eyes on the prize. I
7 think that says a lot about him as an
8 individual.

9 MR. MCAULIFFE: Thank you, Mayor.
10 Okay -- time to be political.

11 Marcus, how are we going to win this thing?

12 MR. JADOTTE: We are going to win
13 it because of your leadership, Chairman.
14 This really is a --

15 MR. MCAULIFFE: That is a great
16 answer. Let's hear it for Marcus Jadotte.

17 MR. JADOTTE: Because of what you
18 have done and because of what the committee
19 has done.

20 Marybeth Paige and I came before
21 this committee, I believe it was the 26th
22 of March -- the day after our big rock star

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23 unity event, Chairman, and at that time we
24 felt very good about the election. We felt
25 very good about our prospects, and I can

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1 tell you that today we feel even better and
2 that is because you have led us to \$56
3 million cash in hand, as you said, and a
4 party that has now the infrastructure to
5 win the national campaign.

6 Here's what we've been up to
7 since John Kerry won the nomination. As
8 you see on the slide, when we won the
9 nomination we were at a significant
10 disadvantage; 50-1 -- 50-1, and the
11 republicans knew that they had a huge
12 advantage and they had been raising money
13 for most of the Bush presidency to really
14 hammer whoever won the nomination, and they
15 were in a position to do so. Since that
16 time, we as a party have rallied around our
17 nominee and have really put ourselves in
18 position to be very competitive. And as
19 the Chairman said we've raised \$100 million
20 in a pretty short period of time. And the
21 Bush campaign obviously has spent nearly
22 \$100 million. They set out a 90 day period
23 where the President's henchmen said that
24 they would use their cash on hand to
25 destroy John Kerry and we've all seen it.

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1 we've seen it unlike our television, which
2 we really have to limit in battlegrounds.
3 we've seen it all over the country, because
4 the Bush campaign has not only advertised
5 in the 21 battleground states as we've
6 defined them, but they've also been
7 advertising in their base states to drive
8 up their numbers. They've advertised on
9 the Golf Channel and on the History
10 Channel, and they've really tried and done
11 a good job I think, in appealing to their
12 base and driving up the President's
13 numbers. But what we know is that in spite
14 of all their spending, the country -- many
15 of you have seen some of this during the
16 course of the day -- voters are really
17 pessimistic about the general direction of
18 the country. I'm going to slide through
19 some of the polling, because Tom gave this
20 to you earlier in the day.

21 we are, in spite of all of the
22 Bush spending, in very strong shape and
23 every national poll recently has indicated
24 that. President Bush is weaker now that he
25 was at the beginning of his spending and at

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1 the time that John Kerry captured the
2 nomination, which is clear.
3 what we intend to do for the
4 remainder of really of the race is to talk
5 about making America stronger and really,
6 John Kerry bring some credentials to the
7 table that we really hadn't had in the

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8 democratic nominee in some time. And
9 you've seen our explanation of that in our
10 TV ads over the course of the election.
11 And obviously the situation in Iraq and the
12 war on Terrorism will continue to be
13 important, but on the home front, on the
14 domestic side of the equation, we believe
15 the economy, healthcare, energy
16 independence, and homeland security will
17 play a huge role in this race.

18 Recently the Bush campaign and
19 the administration have been trying to put
20 the party and our nominee in a box of being
21 really pessimistic, and we've really tried
22 hard in recent weeks to respond to that,
23 and our TV ads have reflected what we
24 believe is a very optimistic tone. We
25 haven't run any negative ads to-date, while

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1 the Bush campaign has done nothing but run
2 negative ads.

3 From now through the convention,
4 we are going to continue to talk about John
5 Kerry's vision for the country; continue to
6 strengthen his position in the race by
7 talking about John Kerry's life story, the
8 story of his family, and really the story
9 of our party and what we all believe in as
10 democrats.

11 After rolling out of the
12 convention and through early August, we
13 have planned to continue on a national
14 security tour, talk about the middle-class
15 squeeze, which we've done to a great
16 effect, I think, especially in local press
17 markets, continue to hammer on energy
18 independence, healthcare, and the V.P.
19 tour, which we're all gearing up for.
20 We're going to have one for sure. We don't
21 know when but we're going to have one.

22 Going into the convention we've
23 detailed -- we're working on a plan to go
24 through the battleground states; planes,
25 trains, and automobiles, and into Boston --

0056
1 into the Senator's home town and on to what
2 we believe, Chairman, will be a great
3 convention.

4 We are also planning a post-
5 convention tour that should last a couple
6 weeks and will go the -- the four
7 principals will start off together and
8 we'll break them off over the course of the
9 tour, and of course they'll end again as a
10 quartet.

11 So you've seen some of this
12 today. I don't want to bore you with
13 information that you've already seen, but I
14 will say this -- we never anticipated of
15 being in the strong position that we're in
16 so early in this race, and it's because of
17 the hard work of the people around this
18 table, and it's because I strongly believe

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19 that we nominated the right guy and a man
20 whose going to be our next president.

21 So look forward to seeing you
22 again here in Boston in a few weeks for the
23 convention. Karen is going to come up and
24 talk about our field plan. I don't know if
25 -- John --

0057

1 MR. CIFUENTES: I've got a
2 question. Do you see them retooling their
3 campaign at this stage?

4 MR. JADOTTE: Absolutely. In
5 fact --

6 MR. CIFUENTES: And which way?
7 How do you think that they are going to
8 change their approach to the way your
9 handling the Kerry side?

10 MR. JADOTTE: For the first time
11 in three months the Bush campaign is not
12 advertising on television. I expect that
13 they are going to come back with a more
14 positive message, because their attacks on
15 John Kerry really has failed for them and
16 we really believe that in the period
17 between now and our convention they are
18 going to come back up with positive
19 advertising.

20 After our convention I think they
21 are going to go in the attack mode, and we
22 don't anticipate being on television in the
23 period between our convention and the
24 republican convention, and that's why we
25 are building what we believe will be a

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1 great post-convention tour. It's very
2 important to us to occupy some of the
3 oxygen coming out of the convention and to
4 really earn a lot of the press that we
5 would like to pay for, but aren't in the
6 position to do so. So we've been very
7 deliberate about telling the world that we
8 are not going to be on television in August
9 at all, and we hope that some of our allies
10 might do something to pick up some of the
11 slack. So we do expect them to change
12 direction.

13 Again, our gratitude. We are
14 going to win this election. We are going
15 to win it together. We are going to win it
16 on the ground, the places where you live
17 and have helped us throughout the course of
18 the last three months. We need your
19 continued support and I can't tell you how
20 psyched I am to come before this committee
21 knowing that we have a chance to beat an
22 incumbent republican president and the
23 worst president of my lifetime, and that's
24 saying something because we've had quite a
25 few presidents over the course of the --

0059

1 republican presidents --

2 MR. CIFUENTES: Worst president
3 of my lifetime -- that gives you a lot more

4 span.

5 MR. JADOTTE: Karen is going to
6 come up and walk us through our field plan.
7 Amy --

8 MS. PRITCHARD: I'm going to jump
9 up while we have a little tech change in
10 our presentations. Karen is going give an
11 overview of the field department.

12 I just wanted to take this
13 opportunity to talk a little bit about some
14 of the other things we're doing at the DNC.
15 I know a few of you know about this.
16 Thanks to the tremendous work of this
17 chairman, and Maureen, and the finance
18 team, we are on the spending side of the
19 building, which is a lot more fun, I have
20 to say. We are really beefing up our
21 operations. Karen Hicks, we are so
22 thrilled, is coming over to be our national
23 field director. She is going to talk about
24 the program that she is putting together
25 with all of us.

0060

1 There are a couple of other
2 things that we are doing. We are expanding
3 our constituency and base field operations.
4 We are merging with the campaign. We are
5 really merging every part of our operation
6 with the campaign and acting as one
7 campaign. We are expanding our voting
8 rights institute, which many of know Donna
9 Brazil has chaired, Vincent Frye is now the
10 director of -- and we're never going to let
11 what happened in 2000 happen again and are
12 putting together plans to work with folks
13 and put together election protection
14 operations in the states.

15 You've heard from some of the
16 surrogate team and the communications team
17 expanding a lot of the operations to
18 support everything that's happened in the
19 states, working with our state parties;
20 ASDC, who we had great meetings with
21 earlier, and putting together the strongest
22 and best coordinated campaigns that have
23 ever been seen.

24 One other thing I just want to
25 mention and you'll hear a little bit more

0061

1 about this tomorrow, but we're also putting
2 together tremendous trainings and working --
3 Simone is not in the room -- some of you
4 have met Simone Ward is the executive
5 director of democratic gain, doing amazing
6 trainings at convention, which we'll talk
7 more about when we do our convention
8 briefings tomorrow. So I just want to talk
9 a little bit about that and give Karen the
10 opportunity to explain this amazing, best,
11 largest field operation any presidential
12 campaign has ever seen. So that to Karen.

13 MS. HICKS: This is a tough spot
14 in the agenda. My name is Karen Hicks and

15 I'm currently at the Kerry campaign as the
16 deputy field director, and I'm really
17 excited to move over to the DNC to be the
18 field director there, because I've been a
19 lifelong organizer and so this is the top
20 of the line for organizers, so it's really
21 exciting. I am drawn to politics and have
22 worked in politics for 15 years, because I
23 really think it's a way to change people's
24 lives, not just because we run good
25 campaigns, and we win, and we get to

0062
1 protect the environment, and get healthcare
2 for everybody, and create good jobs, but I
3 think the process of politics is a way for
4 ordinary Americans to really participate in
5 an active way, build leadership at the
6 community level that's going to help the
7 party up and down the ticket, and the field
8 program that we are embarking on is the
9 most aggressive in I think our party's
10 history. Fortunately we have the resources
11 to be competitive. I think that surprised
12 everybody and so this is very, very
13 exciting.

14 So I want to take a few minutes
15 and talk about what the plan is and really
16 try to enlist your support to help us make
17 it work, because it is aggressive and we
18 need everybody not just to be on our side,
19 but to act on their values. This whole
20 plan is built to really help people act on
21 their values.

22 So in putting our strategy
23 together, I think everybody recognizes that
24 both bases are really, really energized.
25 If you guys haven't seen the New York Times

0063
1 article that was in the magazine about two
2 months ago now, about the organizing that
3 the republicans were doing, you should
4 really check it out, because I think it's
5 the kind of things that our party really
6 had the advantage on and we've gotten away
7 from in the last couple of cycles, and so
8 it's face to face organizing, precinct
9 level organizing, and we should pay
10 attention to what they're doing because I
11 think it has big implications for our work.

12 The other side is well funded.
13 They've gotten a head start on us, and so
14 even though we have accelerated our
15 timeline because we've had an early nominee
16 and we have organizers out there sooner
17 than we ever have before, it still feels
18 like we're behind. You know, I know it's a
19 good day when we have volunteers banging on
20 our door to tell us to give them something
21 productive to do. And so that's part of
22 what's really exciting.

23 The other issue is that with the
24 country so divided, we know that this
25 election is going to really be decided by a

0064

1 handful of votes in a handful of places.
2 And so all the polls keep showing that it's
3 four, five, and six percent of the
4 population that's likely to vote or haven't
5 made up their minds, and so it's going to
6 be important to really compete for those
7 people who haven't made up their minds, but
8 it's also going to be really, really
9 important to make sure that our base is
10 energized.

11 I'm really excited because we're
12 also sending organizers out into our base
13 community earlier than we ever have before.
14 We're not going to take it for granted and
15 drop in two to three weeks before the
16 election. We need to organize there,
17 because we know the key to this election is
18 in how well we can effectively turn out our
19 base.

20 The other thing that's really
21 going to change the way we do business is
22 the new technology that's available. The
23 DNC has invested and partnered with all of
24 the state parties to really create an
25 information infrastructure that is going to

0065

1 help our work in really practical ways. So
2 the tradition of calling through and
3 identifying everybody to find those five
4 percent of voters who are undecided is
5 going to be tremendously helped by this
6 information infrastructure that will allow
7 us to predict who the persuadable voters
8 are, allowing us to use best practices to
9 really reach them.

10 The other thing that's going to
11 help is something that we can't spend a lot
12 of time talking about, because we don't
13 know a lot about it, is the 527's that are
14 out there and really active, and organizing
15 in a lot of the communities. I look at
16 that as gravy. We're putting together a
17 plan that we think we need to win, but
18 their activities are very, very welcome.

19 And then finally, coordinated
20 campaigns are changing this year. The lack
21 of soft money means that we have to really
22 do business in a different way. The new
23 rules about how we engage also brings about
24 new challenges. We can't do paid
25 persuasion calls, for example, and so it

0066

1 presents new opportunities for us to tap
2 in, in a systematic way to the volunteer
3 energy that's out there. And so I think
4 all of this can be used to our advantage if
5 we're smart.

6 So the goals and tactics of our
7 programs -- very, very vote focused.
8 Again, focusing in two areas, mostly in the
9 battleground states, targeting this
10 persuadable universe of voters and then

11 really maximizing our base.
12 Big emphasis on a volunteer
13 operation. We're going to bring on line
14 40,000 precinct committees that are lead by
15 volunteers. This is going to be the way
16 that we win, because we know that face to
17 face communication is what moves these
18 voters. But it's also going to be what
19 builds our party again and creates the farm
20 team of people who are going to run for
21 school board, state rep, members of
22 congress, and so it's really going to
23 invigorate our party from the grassroots in
24 a practical way that builds skills.

25 The other thing is that this is

0067

1 going to be a human echo chamber too, by
2 investing in organization we are able to
3 have the most effective messengers we can
4 at the grassroots, which is lots of you in
5 this room, members of congress, and having
6 a robust surrogate operation, but also
7 making sure that ordinary folks are talking
8 to their friends and neighbors about
9 politics and returning it back into living
10 rooms.

11 The other thing that we want to
12 really pay special attention to is making
13 sure that we're paying attention to both
14 deep bread and deep blue states, and that's
15 important for a couple of reasons. First
16 of all, there is unbelievable energy out
17 there everywhere. I talked to some folks
18 from Idaho today, which I think is maybe
19 the most republican state in the country.
20 They think they could win in six or seven
21 counties. They need a little bit of
22 attention from us so that they can do it
23 and that's important for creating a
24 national campaign and really creating the
25 environment where organizing in the

0068

1 battleground is possible.

2 The second thing that makes that
3 important is that that's an important
4 resource for speaking to voters in the
5 battleground, and so we're going to run an
6 aggressive export operation so that we can
7 tap in, in a systematic way to those folks,
8 helping them with phoning, organizing
9 carrier travelers so people can travel
10 across state lines to talk to those
11 undecided voters.

12 So we're supporting state
13 operations. We're building operations that
14 are matching the aggressiveness of our
15 campaign by putting staff in states earlier
16 than we ever have before; it's a full
17 roster. Our first organizers hit the
18 ground two months ago. They've been wildly
19 successful. We've had 68 organizers out
20 there organizing one-on-one meetings.
21 They've done almost 4,000 of them. They've

22 done close to 1,200 house meetings
 23 involving 20,000 people, putting politics
 24 back in people's living rooms. And we've
 25 had -- this month brought on line 2,100

0069

1 precinct committees, and so that's going to
 2 be the backbone of the operation.
 3 We also have adults going out to
 4 help funnel that energy of those young
 5 organizers. We've really recruited a
 6 fantastic team of state directors,
 7 political directors. Those folks are
 8 hitting the ground mostly this month.

9 So we are using this information
 10 in a very targeted way, so we are building
 11 on the traditional NCEC models. We've
 12 created carry-specific state models. We
 13 are using polling and voter ID to help us
 14 predict and target our effort to those
 15 persuadable voters. We are creating state
 16 specific models to allow us to do that.
 17 And it's a little bit nerdy. The bean
 18 counters are really happy, but it's going
 19 to practically improve our work in huge,
 20 huge ways, so that we can focus on a
 21 smaller universe of people and really use
 22 the tactics that we know work, which have
 23 been out of reach for the last couple of
 24 cycles.

25 This is what I alluded to

0070

1 earlier. This is what really excites me
 2 the most. We're going to mobilize one
 3 volunteer for every hundred voters that we
 4 have in the battleground states. We need
 5 to organize about 25 million votes, so that
 6 means we're going to have to have about a
 7 quarter of a million volunteers who are
 8 actively engaged in voter contact. And
 9 obviously even if we have a full roster --
 10 if the chairman is so generous to fully
 11 fund our field budget, which I hope he will
 12 --- we're not going to have enough
 13 organizers to directly organize those
 14 volunteers, and so it gives us a great
 15 opportunity to build some leadership, teach
 16 people how to run their precinct, teach
 17 people how to run a phone bank, which again
 18 is going to help people up and down the
 19 ticket. So we're going to need volunteer
 20 leaders to help supervise those volunteers,
 21 and so for every 10 volunteers, we're going
 22 to recruit one volunteer leader, and for
 23 every four leaders, we're going to recruit
 24 what we're calling volunteer organizers.
 25 These are people who make a very serious

0071

1 commitment to the campaign; 20 hours a week
 2 -- somebody that wants to take three months
 3 off and travel to a battleground state.
 4 It's people that you guys talk to all the
 5 time and say, "How can I help?" We need
 6 them. We're going to train them. We're

going to put them to work in battleground communities. They have to be willing to travel, and learn, and be a little bit flexible, but we need to recruit about 6,000 of these people in order to do our work.

So organizers are focused on being very leveraged, building these relationships, teaching people new skills to do the kinds of things that we know work; the face to face canvassing, the phone calls, the handwritten letters.

Again, we're going to also use this as an opportunity to echo Senator Kerry's message, echo the message of our surrogates.

The other thing that we're building into our plan is making sure that we pay attention to all the different kinds

of ways people vote. The voting starts at the end of September in some states and so that really means that we have to begin now to build that capacity. Florida has 10 days of voting this year, which is going to be incredibly challenging, and so all of that has to built into our plan and puts a special kind of urgency into our equation right now.

So some of you I know are from either deep red or deep blue states. Let me talk about the ways we want to connect people who want to get active in those areas. We are developing new technology to allow people to download names at home of undecided voters, so that somebody from the comfort of their own home can call five or ten undecided voters and talk to them about why they are supporting Senator Kerry. We are going to organize big phone banks in some of those communities where we have the capacity to do it. The Kerry travelers program is another way, and then recruiting those volunteer organizers.

And so this is just some reasons

why we do this. It's good to be reminded and have your experience supported by scientific research. Some people at Yale have done lots and lots of studies that really does show that the face-to-face grassroots organizing really makes a difference. And so if our communications folks do their job by keeping us competitive by good commercials, and good speeches, and good platforms drafting from the committee, our grassroots operation will really push us over the line, but it's really, really important to do that and invest now so that we have the infrastructure that we need on election day.

This is a little bit of

18 technology that we are going to use to help
19 us manage this very decentralized process.
20 This is going to be something -- a page
21 that a precinct captain can see so that we
22 can help them set their goals and measure
23 progress against goals. We can switch out
24 scripts if they are on the phone, by using
25 this technology. And then we'll be able to

0074

1 create deficit maps so that we can see
2 where we're underperforming and we need to
3 move resources, we can see where we're
4 above target, so maybe we'll want to
5 increase their vote goal. Because the
6 whole the targeting is going to be very,
7 very dynamic this year, so that when we
8 start to max out in persuasion communities,
9 we can turn to our base and make sure that
10 we are producing enough votes to win.

11 Second of all, an echo chamber --
12 a way of really making sure that everybody
13 has up-to-date talking points on what is
14 going on. It allows us to communicate with
15 our nerve centers in states; people who are
16 going to be talking to lots and lots of
17 folks, because we know that this is going
18 to get nasty out there. The republicans
19 will not let us walk away with this, and so
20 this is going to be an important tool to
21 keep the letter to the editor going and
22 keep people calling into talk radio.

23 So just in wrapping up, we have
24 always done grassroots organizing much
25 better than our opposition. In 1998 and

0075

1 2000, we won. We beat the republicans on
2 the ground. The republicans went to school
3 on our efforts and issued the 72-hour
4 report and beat us in 2002. And so we're
5 not going to sit back and let that happen.
6 We have taken notice. There's new
7 technology that's available because of the
8 investment that you all have made in the
9 infrastructure. We are going to figure out
10 how to bottle lightning and put it to work
11 in this election and we can do it, because
12 the energy is out there it's just a matter
13 of systematically tapping into it. And so
14 we're going to be fighting toe-to-toe in
15 many of these precincts and so I welcome
16 your involvement in that and want to thank
17 you.

18 MR. MCAULIFFE: Thank you. Does
19 anyone have a question for Karen, or Amy,
20 or Marcus?

21 Yes Sir?

22 MR. DIXON: Yes, I've got a
23 couple questions. First of all, I'm not
24 surprised that I'm encouraged by the robust
25 use of technology and planning that you all

0076

1 have put together and I feel an energy
2 that's going to insure me that this plan

3 will become reality and we are going to
4 win, but I do have a couple questions.
5 One, I want to ask Karen about -- we've had
6 some concerns about in activating our base
7 and certain groups that need to be reached
8 through media and whether there's going to
9 be enough resources assigned to certain
10 media areas and groups to get them out to
11 vote, because I know there's certain bases
12 that respond to that best and I think we
13 all know the groups we are speaking about.
14 Is that going to be done? Is there going
15 to be a focus and enough media spent there,
16 as far as you know?

17 MS. HICKS: It's really more of a
18 question for Marcus than me, but what I can
19 say about the field work is that I think
20 this is key to our success and I'm really
21 committed to figuring out how to organize
22 in the base much earlier than we have in
23 the past. I can't speak to the media;
24 that's Marcus' game, so I'll let him --

25 MR. JADOTTE: There's a question

0077

1 about money so you throw me out there.

2 On a couple fronts; just this
3 last week we entered into an agreement with
4 Uni-world the largest African American
5 owned and operated media firm in the
6 country --

7 MR. DIXON: I know them.

8 MR. JADOTTE: -- who we brought
9 them on, brought them into our media team
10 to do a lot of the work that you are
11 talking about. We are working on a general
12 ledger budget now. I can't tell you what
13 the numbers are because we don't yet know,
14 but we're working through that now.

15 I can tell you though that we are
16 committed to beginning this conversation
17 early on the ground. We're putting field
18 organizers in our base precincts earlier
19 than ever before. We're rolling them out
20 in the next few weeks. There are I guess
21 about 37,000 precincts in the country. Of
22 those 37,000 precincts, about 7,000 are
23 what we call base precincts - precincts
24 that perform at a high level for democratic
25 candidates and we're going to cover those

0078

1 base precincts early, we are going to do it
2 frankly before the convention and in my
3 involvement as being in presidential
4 politics since '92, we've never done that
5 before in the way that we're doing it this
6 cycle. We're committed to it and we're
7 putting resources, not just faith and words
8 behind that commitment.

9 MR. DIXON: The other question I
10 have -- we certainly hope it will not
11 occur, but is there any contingency plan
12 for any crisis or act of --something that
13 would really throw this thing? Is there a

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14 preassemble team, is there somebody who can
15 -- because something could happen that we
16 hope and pray will not. I'm not sure how
17 you plan for that kind of if/what if
18 situation, but I think we need to be
19 prepared for something like that. How do
20 we not spend it, but deal with it
21 effectively? Is that being considered in
22 some way?

23 MR. JADOTTE: Well, some external
24 act that effects the election
25 operationally?

0079

1 MR. DIXON: As a retired O6
2 Colonel in the army I know you got to have
3 people who are thinking about these
4 contingency situations.

5 MR. JADOTTE: I'd like to get
6 your help in thinking about this.

7 MR. DIXON: Yes, is 30 something
8 years doing some of this. But I just
9 wondered whether you are thinking about
10 that. We don't want to think about it, but
11 it could happen.

12 MR. JADOTTE: Well I'd like to
13 have your help.

14 MR. DIXON: The last question I
15 have is really a suggestion. We heard
16 earlier in the meeting that there were
17 going to be lawyers trained at the
18 convention and other lawyers to help with
19 the voting issues we might be facing. I
20 would want to encourage that we try to
21 maybe go to law schools and get law
22 students involved in this. It is something
23 that we could get them engaged in. It taps
24 our base. It gets new people involved. It
25 is almost a non-partisan kind of an effort

0080

1 to say young lawyers here, we want you to
2 go out in the field and start getting
3 knowledgeable about these election problems
4 for people so they won't be caught up in
5 these issues that we faced certainly in the
6 last election. All the law schools really
7 is --represent a whole cad rid of young
8 lawyers.

9 MR. JADOTTE: I think it's a
10 great idea. The campaign and the party
11 will work together in pulling together what
12 at this point is a much larger linked theme
13 than we've ever had in place before. It's
14 a great idea going to law schools.

15 Any other questions that are for
16 Karen or --

17 MS. GATES: I have a question for
18 Karen.

19 Karen, I saw that you have some
20 states that are at risk and that I'm
21 assuming then that at risk means that, that
22 state is just slow in getting started or
23 whatever. What resources are you going to
24 -- we're a targeted state. I'm from Nevada

25 and we're a targeted state and I saw that
0081
1 we were at risk. What resources are you --
2 MR. HICKS: Are you talking about
3 the slide that I had up there?
4 MS. GATES: Yes.
5 MS. HICKS: Oh, that was just a
6 prototype, so don't worry, you are not at
7 risk yet. But if you are at risk we're
8 going to help you out.
9 MS. GATES: Well I want to know
10 what does the at risk mean and if we are at
11 risk then what does that get us?
12 MS. HICKS: You are not at risk
13 yet.
14 MS. GATES: Anne's great now --
15 Anne is great.
16 MS. HICKS: Right. West
17 Virginia, maybe -- no, I'm just teasing.
18 No, we will update that
19 information with polling, with ID's, how
20 we're performing against our goals so that
21 we can really make sure that we're
22 directing our resources where we need to
23 and we know with enough time to really
24 respond to it, and so we're putting in
25 place very detailed tracking information in
0082
1 addition to the polling that's usually
2 available.
3 MS. GATES: Just a quick plug.
4 Anne Sheridan is running the campaign in
5 Nevada and she's fantastic.
6 MS. HICKS: Yes, thank you. We
7 think she's fantastic too.
8 Right down here -- there's two
9 questions.
10 MS. COBB-HUNTER: Thank you.
11 Gilda Cobb-Hunter from South Carolina -- I
12 was real interested in your comments about
13 your base vote and your organizing plans.
14 Just curious as to two points; 1) what
15 consideration you've given to marrying the
16 communities you are organizing with
17 organizers who look like that community --
18 number one. 2) What are your plans for
19 integrating with existing grassroots
20 organizations that are already in place?
21 MS. HICKS: Great, thank you.
22 First of all, we want to have organizers
23 working in communities that are the
24 appropriate messenger, so we want them to
25 look like the community that they are
0083
1 organizing in.
2 We've partnered with Democratic
3 Gain to do training so that we are
4 recruiting organizers from communities. We
5 are doing a training actually tomorrow in
6 Detroit. We did one in Philadelphia last
7 weekend. We've got a training coming up in
8 Atlanta. So if you have people that want
9 to get jobs on the campaign, send them to

10 Democratic Gain -- they are doing these
11 trainings all over. So we are really,
12 really committed to that.

13 The second thing is we really
14 want to tap in to the existing networks
15 that exist. And so where there's good
16 functioning precinct committees or local
17 democratic clubs, we want to not reinvent
18 the wheel, we'll work with them as closely
19 as possible. And then quite frankly where
20 there's places where they need some new
21 life blood, we want to help do that,
22 because the most important thing we can do
23 -- first of all, I'm committed to this
24 because I think it's the way we win. The
25 second reason I'm committed to it is

0084

1 because I think it's a strategy that's
2 based on investment. And so we ought to
3 leave every single election making our job
4 the next time easier and so that we're not
5 just spending money on TV, spending money
6 on radio. That's very, very important, I
7 don't want to denigrate that because that's
8 what gets us in the game in the first
9 place, but what really makes it investment
10 oriented and legacy oriented is the
11 leadership that we leave behind -- the new
12 people that we bring in whose lives have
13 been changed by this, because they are the
14 next potential leaders in the next cycle or
15 the next 10 cycles. And so our organizing
16 is the place where we can do that. I'm
17 just psyched to have the opportunity to do
18 it.

19 PARTICIPANT: Is there any way we
20 can get a copy of that -- your
21 presentation?

22 MS. HICKS: You bet ya. I'll
23 send it to you. I'll come get a card from
24 you.

25 PARTICIPANT: Will you just email
0085 it to me?

1 MS. HICKS: Yes.

2 PARTICIPANT: I've got a list
3 here --started one

4 MS. HICKS: Absolutely. And we
5 need your help. This is doing things a
6 little bit differently. There's a lot of
7 skepticism out there and so you guys are
8 important messengers for us. And so if you
9 haven't had a house meeting, for example,
10 you ought to set the example right there
11 and do it. We've had about 1,200 of these.
12 We ask people to reach out to their entire
13 social network. It's a great way to build
14 these precinct committees and so live by
15 example and engage everybody that you know
16 in this process -- very specifically.

17 MS. GERMOND: To save everybody
18 writing their name and address on a piece
19 of paper, we'll just send it out to the
20

21 entire executive committee.
22 MS. SPRAGGINS: Seemingly,
23 Columbus, Ohio is the prototype of America
24 and it's the place where both -- when I
25 used to live in Arizona they called people

0086
1 D's and R's -- so we're the D's and R's of
2 both very active. So I'm just curious what
3 the outcomes have been in that specific
4 city so far?

5 MS. HICKS: I would have to get
6 back to you. We track our organizers
7 everyday, so I can tell you how they are
8 doing in there and you know, we sent out 68
9 organizers in the first wave, and so they
10 are sort of lucky, because they went out
11 and plucked the low hanging fruit, so it's
12 been very successful. Two months from now,
13 when we've plucked that low hanging fruit
14 and we're squeezing all the juice out of it
15 that we can, I'll let you know, because
16 that will be a better indication of how
17 well we're doing, but so far just about
18 every organizer has hit their goal. And so
19 we're laying a good foundation, but the
20 real rubber will meet the road in about two
21 months when we're doing the hardcore voter
22 contact.

23 MR. JOHNSON: Yes, I've sort of
24 reserved my comment, but I guess this might
25 be the appropriate time to make it, because

0087
1 about this --every election season, somehow
2 this concern comes up and that is, you're
3 talking about organizing democrats
4 nationally, but all of us know that there
5 are a few battleground states that are
6 really important in terms of how resources
7 are expended in the campaign on the
8 national level. I'm from Mississippi and
9 we are quite frankly disappointed about a
10 southern strategy that is being employed,
11 that has been employed when it comes to
12 national elections.

13 There's an opportunity I think to
14 grow the party in the south, but it seems
15 that we have given too much ground to the
16 republicans, and as a result in Mississippi
17 we have a republican governor, we have two
18 republican senators, but we don't see in
19 doing national elections in particular, a
20 lot of emphasis being placed on garnering
21 the vote -- the democratic vote -- in our
22 state and in some other parts of the south.
23 I just want to bring that to your
24 attention, because in the long term that's
25 what going to grow the party. There's just

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1 as much potential for growing the party in
2 Mississippi as it is in Ohio or any other
3 battleground state, but I think
4 opportunities are being missed if when we
5 have these national elections we don't see

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6 any ads on television - I mean, don't feel
7 bad, we don't see any Bush ads either. I
8 mean it's like we are just in limbo there.
9 But you are talking about your base vote
10 and the base vote in Mississippi, whether
11 you are talking about African American
12 vote, working white, is still there, but
13 it's not going to remain there if at each
14 and every national election it appears that
15 we are being left on the outside. And I
16 just wanted to get that off my chest.

17 MS. HICKS: I hear you, I'm from
18 North Carolina, originally, and so I am all
19 for democrats aggressively playing in the
20 south. I think we have to be smart,
21 because resources are limited, but we are
22 on TV in Virginia, Louisiana, and Arkansas.
23 Those are important places and I think we
24 surprise people that we are playing
25 seriously --

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1 PARTICIPANT: And Florida --
2 Florida is a southern state.

3 MS. HICKS: -- and Florida. Yes,
4 that's right.

5 So I think that there's ways to
6 leverage the work that we're doing on the
7 national election in places like
8 Mississippi, Idaho, for example, I was
9 talking to them this morning. Because
10 there's people who are going to be
11 interested in the national election, who
12 aren't going to be interested in the local
13 congressional race, or state rep race, and
14 so by participating in an export program -
15 so partnering up with some community in the
16 panhandle, for example, may be a way to
17 bring new energy into the party that you
18 can then capture for local races. But I
19 hear your point.

20 MR. MCAULIFFE: Thank you. Let's
21 give them all a great round of applause.

22 I'm very excited when I see Karen
23 do this, because I did read that New York
24 Times magazine. It was frightening about
25 the people they had on the ground.

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1 Everybody here got it. I asked the
2 Secretary's office to make sure we sent
3 that to every DNC member, because every
4 single Friday they are uploading to the
5 republican national committee, all their
6 volunteers, they had goals every single
7 week. I mean it was truly frightening.
8 And we now have a plan on the ground, which
9 is exciting.

10 That's why this election is so
11 important. We've got 130 days to go,
12 because Mayor, we can go into Mississippi,
13 but you know what, we win this with John
14 Kerry, and the party has the tools now and
15 the data that with the White House as the
16 bully pulpit, we can change the electoral

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17 map for many years to come, but the big
18 piece of it is going to be winning that
19 white House and being able to use the
20 powers and tools that come when you are the
21 President of the United States, to go out
22 and reach out to areas that we
23 traditionally haven't. This time when we
24 have the white House, we've got the tools
25 here at the party to build the grassroots

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1 up which is a change. The whole key to
2 this, obviously, is winning that white
3 House and using John Kerry's message as we
4 go forward.

5 MR. JOHNSON: Mr. Chairman?

6 MR. MCAULIFFE: Yes, Sir?

7 MR. JOHNSON: I don't want to
8 give the impression that we're not excited
9 about the Kerry campaign. John Kerry has
10 been to Mississippi and we are going to
11 work as hard as we can to get him elected,
12 and we are going to continue to do that.
13 But I am just hoping from the national
14 perspective, that we develop a southern
15 strategy, because I think we can see what
16 the result of the GOP southern strategy and
17 I just don't want us to give ground.

18 MR. MCAULIFFE: That's right, I
19 agree.

20 I do want to mention -- I want to
21 thank -- I know that Phil Johnson may have
22 leave at six o'clock. He's hosting next
23 door a cocktail party for all the DNC
24 membership. Not that I want to stifle any
25 question of course, but I don't want to get

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1 between you and the open bar that Phil is
2 paying for, and the bar he said ends at
3 seven. I'm only teasing you. He'll keep
4 it open for a while.

5 What I'd now like to do is
6 recognize our great chairs of the Rules and
7 Bylaws Committee, James Roosevelt, Jr., and
8 Carol Khare, for an update on the RBC and
9 what has transpired in our delegate
10 selection process.

11 MS. KHARE: Thank you. With the
12 convention the way we are here to announce
13 that the Rules and Bylaws Committee has
14 completed most of its work with the 2004
15 delegate selection process.

16 We met May 15th in Washington to
17 consider our report and to pass off
18 jurisdiction for delegate credentials
19 challenges to the Convention Credentials
20 Committee, but the Rules and Bylaws
21 Committee does retain jurisdiction for
22 insuring that every state's delegation
23 complies with our rules on equal division.

24 As you know, state plans were
25 submitted in the spring and summer of 2003,

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1 and we began reviewing those state plans a

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2 year ago in June of 2003 at our meeting in
3 St. Paul. Since then we have met seven
4 times for a total of about 35 hours to take
5 action on the plans that the state parties
6 gave us.

7 MR. ROOSEVELT: Thank you. Just
8 to pick up where Carol has left off here --
9 we on the Rules and Bylaws Committee are in
10 the final stages of making sure that each
11 delegation -- each state delegation is
12 equally divided between men and women. We
13 have just a couple of states with some
14 outstanding issues. We at the RBC will
15 continue to monitor how states are
16 implementing and meeting their affirmative
17 action diversity goals.

18 You should each have received a
19 copy from us of a report a few weeks back.
20 This report showed that more state goals
21 are being met or exceeded than not, which
22 is a good sign, but it's not good enough,
23 that we continue to work to make sure that
24 this convention will be more inclusive than
25 ever.

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1 On a very personal level, we want
2 to thank all of the state parties for their
3 cooperation and assistance in making this
4 cycle's process a success.

5 About a year ago when we had our
6 first meeting to review state plans, we
7 invited representatives of all of the
8 presidential campaigns to join us at a pre-
9 meeting lunch. We want to thank all of the
10 candidates that entered the race and
11 offered their positive vision for the
12 future of our party and our country, as
13 well as their hardworking and dedicated
14 staffs who we found very cooperative with
15 our process -- very positive -- and who
16 have produced the great outcome that we are
17 seeing.

18 Lastly, we want to thank you,
19 Chairman McAuliffe, for your leadership and
20 guidance this cycle as we move the primary
21 calendar in a significant way for the first
22 time in 24 years.

23 MR. MCAULIFFE: Thank you. And I
24 want to thank Jim and Carol. Give them a
25 great round of applause for their work.

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1 All of our issues resolved amicably.
2 Everybody came together at the end after a
3 big change in our calendar, so I thank them
4 for all of their hard work, for their
5 knowledge, always pleasant personality
6 under great adversity at times -- always
7 with a smile on their face, so I thank them
8 for their tremendous leadership.

9 At this point, does anyone have
10 any old business to bring before the
11 committee?

12 Seeing none, we will now move on

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13 to new business. We have a few items of
14 business. The first item of business is to
15 fill a few vacancies among the -- my
16 appointments to the convention; the
17 standing committees, as you know, at the
18 last executive committee meeting the
19 committee ratified my appointments to the
20 Credential's Platform and Rules Committees.
21 Since that time, unfortunately a few
22 individuals have resigned and the only way
23 that we can fill these vacancies is
24 obviously to bring them back to you. You
25 should have a list of my nominations, which

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1 have just been handed out to fill the
2 vacancies. And to fill the vacancy among
3 the Platform Committee, vice chair, the
4 position was previously held by a Senator
5 Durbin, who is now one of our co-chairs and
6 is on the road traveling for the party. I
7 am nominating Florida Congressman Robert
8 Wexler, and to fill the vacancy on the
9 Rules Committee created by the resignation
10 of the disability activist Bob Williams, I
11 am appointing Mark Revenscraft of Florida,
12 a lifelong democrat. Mark is chair of the
13 Florida democratic party's Disability
14 Caucus.

15 PARTICIPANT: Second.

16 MR. MCAULIFFE: Any discussion?
17 Any opposed? All in favor say I.

18 PARTICIPANTS: I.

19 MR. MCAULIFFE: So have it. I
20 would now like to recognize Alice Germond.

21 MS. GERMOND: Yes, it occurs to
22 me and I think to all of us that is our
23 last executive committee meeting and should
24 there be some other resignations on the
25 Chairman's appointments between now and

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1 when the Platform Committee meets on the
2 10th, and when the Credentials and Rules
3 Committees of the convention meet in Boston
4 on the Saturday and Sunday before the
5 convention, that there might be a provision
6 with the permission of this body that the
7 Chairman may make appropriate replacements
8 as needed and I would ask for a vote in
9 support of that to allow us to have the
10 full component of members of these
11 important committees?

12 PARTICIPANTS: Move to second.

13 MR. MCAULIFFE: second. Any
14 discussion? Any opposed? I's?

15 PARTICIPANTS: I.

16 MR. MCAULIFFE: So have it.
17 Passed. Good work, Alice.

18 We have two resolutions which are
19 in front of you, proposed by DNC members.
20 I'd ask if you to have looked at those.
21 Obviously we have a resolution exposing
22 Vice President Cheney's ongoing
23 relationship with Halburton. Had we had

24 enough time, we would have added his use of
25 foul language on the floor of the United

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1 States Senate, but we can save that for
2 another resolution.

3 And then sadly, as we all know
4 since we last met about a week ago, we lost
5 the life of a great, great democrat who has
6 been so active in this party, always
7 fighting on the southern issues and that
8 was obviously the great Tennessee Vice
9 Chair, Bob Harvey Caldwell.

10 MS. GERMOND: Mr. Chairman, could
11 I be added as a sponsor of the resolution
12 for Bobby?

13 MR. MCAULIFFE: You've got it.
14 MS. PRITCHARD: We had a special
15 friendship and bond.

16 MR. MCAULIFFE: You bet, Amy.
17 So move second?

18 PARTICIPANT: Second.

19 MR. MCAULIFFE: Any discussion?

20 See none. All in favor say I.

21 PARTICIPANTS: I.

22 MR. MCAULIFFE: Any opposed?

23 PARTICIPANTS: I

24 MR. MCAULIFFE: Any opposed --

25 no. Motion carries.

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1 Any other new business to bring
2 before the Committee?

3 MR. BUCKLEY: Mr. Chairman?

4 MR. MCAULIFFE: Yes?

5 MR. BUCKLEY: Just for a moment -
6 although we from New Hampshire did not
7 offer a formal resolution, I do want us to
8 take a moment to reflect on a former vice
9 chair of the state party who passed away
10 just two weeks ago. This Sunday, Governor
11 Shaheen will be leading her eulogy in
12 Hanover, New Hampshire. Her name is Jean
13 Hennessey. For 40 years of more in the
14 state of New Hampshire she was a powerful
15 leading voice in the democratic party. She
16 served in both the Carter administration
17 and the Clinton administration as advisor
18 and part of the commission that deals with
19 the U.S. and Canadian trade issues. She
20 was the founder of the New Hampshire
21 Charitable Foundation, which now is an over
22 \$100 million foundation that provides an
23 incredible amount of support on poverty
24 issues in New Hampshire. She also served
25 as a budget assistant to both Governor's

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1 king in the 60's and Governor Galvin in the
2 80's, and she was a remarkable individual.
3 I think that the executive committee should
4 note her passing.

5 MR. MCAULIFFE: Thank you. Make
6 a note for the record.

7 Any other new business anyone
8 would like to bring before the Committee?

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9 PARTICIPANT: Mr. Chairman, the
10 Mexican delegation would like to thank you
11 for appointing Governor Richardson as the
12 Convention Chair and our Chairman of the
13 state party is running for the state
14 legislature and she had to resign. So we
15 unanimously elected John Morthime with the
16 approval of Governor Richardson and the
17 promise that we are going to carry for
18 Kerry -- John Morthime -- so that you'll
19 know him at the convention.

20 MR. MCAULIFFE: Thank you. Any
21 other new business? Seeing none, I'd like
22 to call on Alice for some announcements.

23 MS. GERMOND: Yes, just two quick
24 announcements. One, tomorrow morning at 9
25 a.m., in this room we'll have all of the

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1 convention reports and opportunity to ask
2 the kinds of questions that I know we are
3 all eager to put forth. And secondly, as
4 the Chairman mentioned, I'm happy to
5 announce that we do have a reception and
6 it's going to be next door in the Plaza
7 Ballroom. It started around 6:00, so we
8 should be getting there just in the nick of
9 time. It's being sponsored by very
10 generously the Massachusetts Democratic
11 Party, the DNCC -- our convention folks,
12 and the Kerry campaign. So I know we want
13 to thank them when we get over there.
14 Thank you.

15 MR. MCAULIFFE: I'd like to
16 entertain a motion to adjourn. Second.
17 Any opposed? All in favor?

18 PARTICIPANTS: I.

19 MR. MCAULIFFE: We adjourn -- to
20 the bar.

21 (Whereupon, the proceedings
22 adjourned at 6:20 p.m.)
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DNC EXECUTIVE COMMITTEE MEETING
DEMOCRATIC NATIONAL HEADQUARTERS
WASSERMAN CONFERENCE CENTER

MARCH 26, 2004
10:10-12:40 p.m.

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P R O C E E D I N G S

CHAIRMAN MCAULIFFE: Good morning, everybody.
Good morning, everybody.

(A chorus of "Good morning.")

CHAIRMAN MCAULIFFE: We're proud to be
Democrats today. I want to thank everybody for joining
us for the executive committee here this morning. What
I would first like to do is recognize our great
Secretary Alice Germond to determine if we have a
quorum present.

SECRETARY GERMOND: Mr. Chairman, I'm pleased
to report that we have an excited, a little tired, very
elated quorum.

CHAIRMAN MCAULIFFE: Thank you very much.
(Applause.)

CHAIRMAN MCAULIFFE: Nobody should be tired,
because I did leave Dream Nightclub at 2:00 a.m., and I
don't see anyone in this room who was there. And I got
to work at 7:00 a.m.

But let us all stand now and have the Pledge
of Allegiance.

(Pledge of Allegiance recited.)

CHAIRMAN MCAULIFFE: Well, I would like to
welcome all of our executive committee. I think this
is the highest attendance we have ever had. It's a

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good thing. I welcome you to our new state-of-the-art
national headquarters.

(Applause.)

CHAIRMAN MCAULIFFE: I would like to thank
all of our officers who are here with us today, Lottie
Shackelford, our vice chair, Linda Chavez-Thompson, our
vice-chair, Gloria Molina, our vice chair, Mayor
Wellington Webb, our vice chair, Mark Brewer, president
of the ASDC, Congressman Mike Honda, our deputy chair,
Ben Johnson, our deputy chair, Susie Turnbull, our

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11 deputy chair, Alice Germond, our secretary, Andy
12 Tobias, our treasurer, Maureen White, our national
13 finance chair.

14 Let me first, before we begin to get into the
15 formal part of the program, my great friend, Reverend
16 Jackson, who was up meeting with me before this
17 meeting, I asked if he could maybe come down and give a
18 couple of remarks to the executive committee. I do
19 want to thank Reverend Jackson for his tremendous
20 support of this party. I do remind everyone in this
21 room, when Jesse Jackson ran for President of the
22 United States, 7 million Americans came out and voted
23 for Reverend Jackson, and, I've got to tell you, I've
24 had no better friend since I've been chairman of this
25 party than Reverend Jesse Jackson. This party has no

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1 better friend than Jesse Jackson.

2 Reverend?

3 (Applause.)

4 REV. JACKSON: Thank you, Chairman.

5 This new infrastructure on the timing of the
6 events, and your abilities, are a great testimony to
7 your leadership. You just can't run a long-distance
8 race without shoes. You just can't survive, in this
9 day and age, without infrastructure. You will not last
10 with personalities and membership to put us into the
11 next century so we can run this race. And, Terry, we
12 owe you a special debt.

13 (Applause.)

14 CHAIRMAN MCAULIFFE: Thank you.

15 (Applause.)

16 REV. JACKSON: I thought the spirit of the
17 event last night was a great statement of the season we
18 are in.

19 I wanted to make a few basic observations
20 about that meeting. One was that we got three-and-a-
21 half million votes in '84. We put on two million new
22 voters. And because of that, even the party thought we
23 could not begin to send it into '86, when Reagan was at
24 the height of his power. But we did; we regained the
25 Senate in the South. That's the year that drove him

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1 on, and only Sanford got as high as 40 percent of the
2 white vote. The fact that there are more active blacks
3 that are Democrats than whites, unless that majority is
4 turned on, we cannot win. If not, the black/brown
5 population is growing at such a rate that if they are
6 turned on, we cannot lose. In the Atlanta race last
7 year and in Louisiana -- all of our focus here is on
8 picking states and the like, and from our point, all
9 states are battleground states, really. And I submit
10 to you that you look across the South today, 450,000
11 blacks in Virginia aren't registered; 500,000 in North
12 Carolina aren't registered. In South Carolina, we lost
13 the governors race by 40,000 votes; 280,000 blacks
14 didn't vote, 270,000 did, 300,000 aren't registered.
15 we lost the Senate race in Georgia by less than 50,000
16 votes, with -- 600,000 aren't registered. And 700,000
17 blacks alone aren't registered in Florida. In these
18 key battleground states, we are losing by the
19 registration of the margin of participation.

20 You have TV ads for people that aren't registered.
21 That's just entertainment. I would rather have radio

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22 ads for people that are registered than TV ads for
23 people that aren't. We intend, for example, as we look
24 at the maneuvers of our opposition, the Rainbow and
25 AFL-CIO, led by Cecil Roberts and Mr. Lynch, we're

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1 going to take a tour across Appalachia June 6th through
2 9th or 10th. I should never forget, as a youngster,
3 that John Kennedy held up a black baby in his arms in
4 Harlem. He was dismissed as, "what do you expect
5 Northerners to do, or liberals to do?" They dismissed
6 it. Robert Kennedy held up a white baby in his arms in
7 Appalachia. The white baby, with a runny nose, became
8 the picture that drove the campaign. White became the
9 face of poverty, of de-racializing the debate, which is
10 what the opposition does. And it's very key to our
11 thinking, then, when you look -- across Southern Ohio,
12 33 Ohio counties in Ohio, we look at Cleveland,
13 Cincinnati and Dayton -- the Appalachian really starts
14 in Pittsburgh. We're going to take our case to the
15 people.

16 But my last point would be this -- my last
17 two points would be this. Given how this thing has
18 turned out this time, through no fault of anybody's,
19 most blacks and browns went for Dean or Gephardt or
20 Clark. At this point, Kerry may have 150 fewer black
21 delegates, or fewer black delegates. The idea of
22 trying to expand the black, brown, red participation in
23 the convention makeup is critical to how we go out of
24 Boston, through no fault of Kerry's. That's just the
25 way the cookie crumbled and the way things went down.

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1 And my concern here is twofold. We're
2 fighting in our own communities. No longer are we
3 fighting George Wallace. One way to put our hope --
4 people say things like -- Democrats take blacks for
5 granted. That's really not -- Republicans take poor
6 white folks for granted. That's what they give -- and
7 give rich folks tax rebates. They take them for
8 granted.

9 We have interest here, whether it's
10 affirmative action or minimum wage or organized labor
11 or healthcare, because we have a reason to be here. We
12 must not let the cynics -- or leave in the air that
13 there is no difference in the parties.

14 My last point would be this. How did we lose
15 in Florida in 2000? We say they stole it, blah, blah,
16 blah. That ain't quite what happened, Mr. Chairman.
17 They understood the Constitution. They got Jim Baker,
18 a southern lawyer. They had the 13th Amendment issue
19 about -- Thursday, they used the 15th Amendment about
20 women. They went to the 10th Amendment and contended
21 that there is no constitutional right to vote. There
22 is a state's right to vote. So they were wrong in
23 overturning the Supreme State Court. They were right
24 on that case. We, as Americans, do not have the
25 constitutional right to vote. That's how they could

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1 maneuver Texas in 2003. That is why, in 2007, there's
2 a debate, again, about pre-clearance for vision,
3 because the right to vote is a state's right. So when
4 we have all these constitutional bans on gays and
5 everything, they have about nine amendments. We need
6 the white vote, the constitutional right for all

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Americans to have the right to vote.

Today, finally, we do not have the constitutional right to vote. We have a state's right to vote, because, in the Constitution, it is stated in the negative, in the non-discrimination. That's why a southern lawyer with a confederate background understood the Jefferson-Jackson dimension of the Constitution.

(Laughter.)

REV. JACKSON: I'm saying to you that we would do well, since most Americans don't know what I just said at all, we -- this becomes a big issue for Americans. We should be fighting for -- this is not black, white, brown, Republican, Democrat. In Iraq, in Afghanistan, in their constitutions, is the right to vote. It's not in ours.

We need an amendment to the Constitution to protect people so that when they're violated, the Federal Government protects our rights. In '65, we got

the end of discrimination in voting as a Voting Rights Act, and so I challenge us to think through what it means to put -- while they want to make gay rights amendment an issue, which hits a sliver of people, no American this morning, in this room or outside, Republican or Democrat, has, Jim Zogby, the constitutional protected right. It's a state's right, again. That's why it took it technically in 2000, and you could do it again. Even the electoral college in Florida had the option not to vote for the winners. Terry, even if they counted the votes, that Republican legislature decided that they would not vote for -- or even if we got the most votes, because they had the constitutional right not to give us those electoral votes. I would think that there is nothing to us more fundamental. We can talk about electronic machines, yea or nay -- the electronic machines or using a number-three pencil -- if we have the right that is protected -- they've got the House, Congress, and Supreme Court. They can literally take it again unless we, in fact, make it a constitutional amendment. I happen to think that if it becomes constitutional debate, most Americans, right wing or left wing, want the right to vote.

So see you in Boston. And when we win, then

we'll have a Merry Kerry Christmastime.

(Applause.)

CHAIRMAN MCAULIFFE: Well, let me first start by saying this is a very special day for all of us. And I have to tell you, as chairman of this party, I'm so proud that John Kerry is the nominee of the Democratic Party running for President this year. Let's give John Kerry a great round of applause.

(Applause.)

CHAIRMAN MCAULIFFE: And I want to thank all of you, because over the last three years we have put some very aggressive plans on the table for this party to do. You all supported this party one-hundred percent, to move our party into the 21st century, and we are seeing here today a new party, something we've never been before. And I think yesterday exemplified. We started the day, as you know, that we had Senator

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18 Kerry come over and address all the state chairs
19 yesterday morning. And John and I went downstairs and
20 met with Black Publishers. Then we had a strategy
21 session, talked about how we're going to win this
22 election. But we heard some great presentation from
23 John Corzine on how we're going to win the Senate; Bob
24 Matsui, of how we're going to win the House. We heard
25 from Doug Palmer how we're going to win mayor's races,

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1 Tom Vilsack how we're going to win governor's races,
2 Mike Vionne how we're going to win state legislative
3 races, and then the Kerry campaign came over and told
4 us how we're going to win the White House back again
5 for the fourth time in a row. So we had a great
6 morning yesterday. And then we moved into -- really,
7 I've got to tell you, my 25 years with this party, I've
8 been to a lot of great events, but the Woman's
9 Leadership Forum yesterday had a spectacular lunch,
10 and, I've got to tell you, Madeleine Albright -- and I
11 hope we can get the remarks out to everybody --
12 Madeleine Albright, yesterday at this lunch, gave the
13 most succinct attack on the Bush Administration and its
14 foreign policy I've ever heard. She was truly
15 extraordinary yesterday.

16 So I want to thank Madeleine for that. And
17 then Ann Richards was in full bloom at lunch yesterday.
18 (Applause.)

19 CHAIRMAN MCAULIFFE: I did say to her, at the
20 end of the lunch -- I said, "Now, Ann, the dinner's a
21 little different deal. This is a unity thing."

22 (Laughter.)

23 CHAIRMAN MCAULIFFE: I don't want you
24 tonight, with 262 press credentials -- but she was
25 spectacular.

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1 And I want to thank Susie Turnbull and the
2 woman's Leadership Forum.
3 (Applause.)

4 CHAIRMAN MCAULIFFE: That was a great day
5 yesterday. Carol Pensky, everybody who worked on that
6 was really spectacular.

7 Then the women came over here at 3:00
8 o'clock. I wish you all could have been here. The sun
9 came out, it was a beautiful day, the street was
10 blocked off, it was jammed with people. Nancy Pelosi
11 and Tom Daschle and the Mayor and myself and others cut
12 the ribbon to come into the new headquarters. And I
13 hope all of you have taken the tour. You should go
14 through it. As you know, we doubled our size, state-
15 of-the-art facility. You can see the studio down in
16 the basement, see the new radio stations up on the
17 third floor, just our ability, as goofy as it is, to
18 have the ability to have multiple microphones in our
19 conference room is something we never had before. This
20 has the most sophisticated technology of any building
21 in America today. We went out and spent top dollar to
22 do it. And this is a building for the new millennium.
23 So that was spectacular.

24 Then, of course, last night, I know people
25 tried to be nice to me and said, "Terry, this is the

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1 best event I've ever been at." But, truly, I have to
2 tell you -- it was truly extraordinary last night to

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3 have former President Clinton, former President Carter,
4 former Vice President Al Gore, with all the candidates,
5 standing on stage, with John Kerry up on that stage,
6 and George McGovern and Ethel Kennedy, and everybody in
7 that audience. Something -- it was a first for our
8 party, as you know. When I first called Jimmy Carter,
9 in December, to ask him to do it, he said, "Well,
10 Terry, I haven't done a party event in 25 years." And
11 I said, "Well, Mr. President, that's sort of the
12 point."

13 (Laughter.)

14 CHAIRMAN MCAULIFFE: And he said, "Well, is
15 President Clinton coming?" I said, "Come on, Mr.
16 President. You know President Clinton. He wouldn't
17 miss it. He would like to do these every single
18 night." But President Carter was great. He
19 immediately came. And just to have him back up there,
20 a Nobel prizewinner standing there, it really was a
21 spectacular night for our party. And Hillary was
22 there, and it really was a great night for our party.
23 And it was a record-breaker, as you know. We raised 11
24 million. That's 11 million in the bank, folks.

25 (Applause.)

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1 CHAIRMAN MCAULIFFE: That's double the 4.6
2 set in 2000, all federal money. We started on this
3 event -- I came up with a brilliant idea back in
4 December 10th, and everybody was looking at me, in the
5 middle of the primaries, and I said, "We're going to
6 have a Unity Banquet on March 25th." Everybody
7 thought, as usual, I was crazy, the staff. But they're
8 always diplomatic to me. They say, "You sign the
9 paychecks, okay, great idea." And our team set out
10 literally over the last two-and-a-half months working
11 on every aspect of what happened yesterday.

12 And I first want to thank the staff of the
13 Democratic National Committee, who have been under
14 intense pressure over the last three years to do all
15 these things we talked about. I get to make these
16 great announcements, and we're going to get this done,
17 but there was a whole army of people behind me that,
18 every day, make sure -- and I want to give the staff of
19 the Democratic National Committee a great round of
20 applause.

21 (Applause.)

22 CHAIRMAN MCAULIFFE: I want to single out the
23 finance staff, who have worked, really, through
24 extraordinary circumstances the last three years. It
25 hasn't been easy, as we all know. After the 2000

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1 presidential election, there was a lot of anger at the
2 party. We had September 11th, as you know, which shut
3 us off for about six months. We had McCain-Feingold,
4 which truly was a shift for our party not to take soft
5 money, which is what we totally relied upon. We worked
6 very hard, as you know. We paid off the 18 million in
7 debt. And on March 31st, as I said last night, we're
8 going to report, for the first time in the history of
9 our party, once again, no debt; but, more importantly,
10 \$25 million federal money sitting in the DNC bank
11 account to help John Kerry as we move through this
12 critical springtime period.

13 So I want to thank the people who have gone

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14 through the last three years, begging, knocking people
15 down to give them money to keep this institution going
16 to fund all these extraordinary things we're doing.
17 And I want to thank Andy Tobias, who has been a
18 spectacular treasurer of this party.

19 (Applause.)

20 CHAIRMAN MCAULIFFE: And Maureen White, who
21 has been a spectacular national finance chair of the
22 party.

23 (Applause.)

24 CHAIRMAN MCAULIFFE: And Elizabeth Bagley,
25 who's not here, who headed up our national advisory

0016 board, and to the young people who had to sit on these
1 phones begging people for money. I want to thank Jay
2 Dunn and the national finance team of the Democratic
3 National Committee.

4 (Applause.)

5 CHAIRMAN MCAULIFFE: Speaking of that, we
6 have had a spectacular integration with the Kerry
7 campaign. Obviously, first and foremost is, we had to
8 merge our finance operations to make sure that we're
9 maximizing the \$2,000 checks for John Kerry to two
10 \$25,000 checks for the Democratic National Committee.
11 And I've had a wonderful working relationship with Lou
12 Sussman, who actually goes back to the Gephardt for
13 President Campaign Committee in 1987, and Bob Farmer,
14 who is the treasurer. I've worked on many campaigns.
15 And Peter Maroney, who is now over here as the finance
16 co-chair, whom I gave his first job to when he was a
17 bartender at The Dubliner.

18 (Laughter.)

19 CHAIRMAN MCAULIFFE: Just as I was doing --
20 what I was doing when I was a young man back then, and
21 started in fundraising. But Peter has led a
22 spectacular effort at the John Kerry for President
23 Campaign Committee. He's now over here full time at
24 the Democratic National Committee working with some

0017 other people, and I want to welcome Peter.

1 (Applause.)

2 CHAIRMAN MCAULIFFE: And the last great event
3 we had last night, which -- how many went to Dream?

4 (A show of hands.)

5 CHAIRMAN MCAULIFFE: I want to know those
6 around the table -- Ray -- I know Ray was there.

7 (Laughter.)

8 CHAIRMAN MCAULIFFE: Well, I was there. I've
9 got to tell you, he would say, "well, Terry's done
10 this, Terry's done that." I'll tell you, my single
11 greatest achievement as chairman of this party was to
12 be able to walk in the Dream Nightclub and be able to
13 bring with me the sight of having Jimmy Carter standing
14 on stage with Q-tip of A Tribe Called Quest, Star Jones
15 up there. Many of the people -- I would say 95
16 percent of the people in the audience were not even
17 born when Jimmy Carter was President of the United
18 States. And, I'm telling you, to see these 5,000
19 people, and the people in the back will attest to this
20 -- go absolutely bananas when Jimmy Carter got up and
21 spoke. And then, of course, with Hillary Clinton and
22 President Clinton, it was a night to behold for all of
23 us. The booze was flowing til 2:00 a.m., and I had a
24

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25 great time. And until Damian found me and told me,

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1 "Your pickup is at 4:45 this morning, sir. You're on
2 television live at 7:00 a.m. in front of six million
3 people." They had to physically throw us out of there.
4 But you know what, 5,000 young people, that is our
5 Democratic Party. I think yesterday was what the
6 Democratic Party was all about. So thank you all.

7 (Applause.)

8 CHAIRMAN MCAULIFFE: I'm going to very
9 briefly -- folks, I know you love this, and you go to
10 bed thinking about Terry McAuliffe PowerPoints -- I'm
11 going to put a very quick updated version of a new
12 PowerPoint. We'll move very quickly.

13 MR. WEBB: Before you do the PowerPoint,
14 every good leader gives accolades to everyone around
15 them, and all their staff, but it is clear that without
16 your leadership and your vision, we would not be where
17 we are today. Last night, we had all of our Democratic
18 candidates and our former presidents all up there on
19 the stage with a flow of unity towards electing our
20 nominee, John Kerry, as President of the United States.
21 A lot of that is also due to your efforts and your
22 vision, because I know it was not unanimous, in terms
23 of moving the calendar and the schedule. So you, too,
24 deserve a lot of applause and recognition for the
25 leadership that you've given this party.

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1 (Applause.)

2 CHAIRMAN MCAULIFFE: Thank you. Thank you.
3 We've all heard about Project 5104. And as
4 soon as I finish, I know we have the Kerry Campaign
5 team, who's going to come back in and walk through
6 presidential campaign.

7 Yesterday, we had all the other committees,
8 to make sure everybody saw where we we're going to win
9 all over the country. But, you know, our project's
10 been called a Project 5104. Who's working it today for
11 us? Damian is back. Give Damian a round of applause.

12 (Applause.)

13 CHAIRMAN MCAULIFFE: Damian's a young man who
14 just graduated from Harvard and was going to go to Yale
15 Law School, and decided to see the light, and figured
16 he could learn more with me through this campaign than
17 he could at Yale Law School. Now, I think he's
18 probably right, I might teach him some things he
19 wouldn't learn behind those books. But his first week
20 on the job, we've given him the PowerPoint. And you've
21 made it when you run my PowerPoints.

22 But, obviously, our party is in the best
23 shape -- you've all heard it -- the best we've ever
24 been. I mean, the mission now, as a party, is to move
25 John Kerry's message, to maximize money for John Kerry,

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1 and, obviously, ultimately, to mobilize voters for John
2 Kerry.

3 Let me talk about moving the message. As you
4 know, which we have been very proud about, we now
5 believe that they're not -- in house here at the DNC,
6 we have over two million e-mail addresses. My goal is
7 to have ten million e-mail addresses by election day,
8 November 2nd, and we want to be able to communicate
9 with ten million people on election day, "Did you vote?"

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10 Tell us when you voted. And did you get five people to
11 vote with you," and report back in yourself. We're
12 putting together a massive Internet strategy. We have
13 the ability now, at the DNC, to now send 700,000 e-
14 mails out per hour, which is what we do. And that
15 700,000 e-mails is literally hundreds of different
16 permutations of the same message we send to different
17 people, because we now know that they want us to talk
18 about them something differently.

19 Obviously, as you know, Jason Minor and his
20 team -- we have press in the room, so I won't go into
21 too much -- suffice it to say that we have the best
22 Oppo research anywhere in the country. We have dozens
23 of very young, dedicated folks in the basement. If you
24 take the tour of the basement, they don't let you go
25 through one wing of it. That is our lovely research

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1 people. They don't let me go in it, either. Whatever
2 they do in there, they do. Smokes comes out and all
3 kinds of things, lights are blinking. But that's our
4 Oppo Research department, which -- normally, the
5 nominee has to come in and build an Oppo Research.
6 Obviously, John Kerry would have to do that. For
7 George Bush, they don't have to do that. We have the
8 largest file on George Bush known to mankind. And
9 you're probably saying to yourself, "well, how big
10 could the file be on George Bush?" But, actually,
11 there's a lot of negative stuff in there. That's why
12 the file is so big.

13 And then the bottom, obviously, says -- what
14 does that say? As you walk through here, we obviously
15 have state-of-the-art -- CNN, if you didn't see it
16 yesterday, they did a great little special on the new
17 headquarters. Judy Woodruff and I walked around. They
18 saw me wiping my feet on the Bush mat outside my
19 office, which I hope you all come up and do a little
20 rub on while you're here. But she walked down to the
21 studio and said, "This puts CNN's studios to shame."
22 We have the best technology, we have the most
23 sophisticated -- we can do our own TV shows. If you
24 look around the offices, every office has a box in it.
25 If you go in my office, you can see about ten plugs.

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1 You can do full press conferences now from my office,
2 as is any office in the DNC. You can pull up any
3 plasma screen in the building and do a press
4 conference. You can do anything you need to do. They
5 can all see the same thing, they can see different
6 things. But we now have full capacity, running our own
7 TV shows out of the Democratic National Committee. And
8 now, instead of us -- we've done radio shows -- as Don
9 Fowler knows, you used to pick up your phone and do it.
10 We now have full live radio studios upstairs, and we
11 have all the new satellite technology on the roof to --
12 literally, I can bring a member of Congress, seconds
13 later, we can beam it -- him or her to their home
14 district and do a rapid response.

15 On the bottom is the -- Operation Area Code.
16 (Laughter.)

17 CHAIRMAN MCAULIFFE: The other big issue for
18 us is Operation Area Code. And I think all of the
19 state party leaders here, you all know what that is.
20 We go into your states. I would come in, and we would

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21 do an event with the governor or your highest elected
22 official, and whack away on the President. We just had
23 a very successful trip, as you know, to Washington and
24 Oregon. We have 36 press stories off of two days of
25 events that we did in Washington and Oregon. I want to

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1 thank Governor Kulongoski and Governor Gary Locke, who
2 stood next to me. And I want to thank Tom Vilsack for
3 this, because when I go in and call the governors --
4 and sometimes these governors are not as enthusiastic,
5 because -- obviously, as chairman of the party, I have
6 to be much more aggressive -- they rely on federal aid,
7 so sometimes they don't want to stand next to me as I
8 do my deal on George Bush. But, I've got tell you,
9 Gary Locke is a new man. I was up -- he made me look
10 like a shrinking violet. But Tom Vilsack also called
11 up the governors, as you have to do it, and we do these
12 events. And the point is, you can't just rely on the
13 Washington Times -- I mean, the Washington Post or the
14 L.A. Times and the New York Times. You've got to go
15 into the neighborhoods, you've got to get into local
16 newspapers and get local stories. And that is what
17 Operation Area Code is, working very closely with the
18 Kerry Campaign so that we have surrogates, hundreds of
19 surrogates every day out there somewhere, talking about
20 job losses and healthcare and education. And we've got
21 to do it in the local -- get in the local newspapers
22 and on the local TV shows. And that's what really
23 we've been very successful at.

24 Obviously, there's a new headquarters. As I
25 said before, we show \$25 million in the bank. We don't

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1 have an ounce of vendor debt, mortgage debt, bank debt
2 here. As you know, we paid for everything you see with
3 cash, just by bringing in all new 57 miles of high-
4 intensity cables, just re-working the entire place. We
5 save \$400,000 a year just on renegotiating contracts.
6 We found out that, believe it or not, for years when we
7 did analysis of our phone bill, that we have been
8 paying a doctor's phone bill in Fort Lauderdale,
9 Florida, for years. And so we finally called AT&T and
10 said, "well, I'll even pay his bill for you." I said,
11 "well, somebody's paying my phone bill, I sure wouldn't
12 call up." But we really have scrubbed this place down
13 to the bare -- we don't waste a penny. It's too hard
14 to raise money. It is too hard to raise money under
15 McCain-Feingold. And so you can be sure that direct
16 mail now is so successful, it pays operations; that
17 every check we get outside of direct mail goes into a
18 bank account that will be 100 percent spent for John
19 Kerry. That's very exciting for us, and it's helped us
20 raise a lot of money.

21 The bottom there is about our direct mail.

22 Let me just brag on our direct mail very quickly.
23 we've gone from 400,000 direct-mail donors, averaging
24 76 in 2000, to now we have close to a million for
25 direct-mail donors, averaging 50. We're so successful

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1 we just had the biggest November, January, February,
2 and March, by a factor of three, in direct mail in the
3 history of the Democratic National Committee. And,
4 folks, we don't have a President and a Vice President
5 signing our mail. We have broken all records. We

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could be upwards of \$75 to \$80 million just off of direct mail here, in telemarketing, and Internet at the Democratic National Committee, which is truly extraordinary. I think we could raise \$30 million, folks, just off the Internet, and no expense this year. We truly have become a hard-money committee, from soft-money committee.

Mobilizing the voters. I'm happy to report that Theresa Vilmane and Amy and their team have already assigned, and they have people on the ground in about 17 states. These people are communications directors. Many of the state parties here know, we've helped your communications directors and voter contact folks on the ground. Everybody has got money. I know my great friend, Art Torres, is looking at me, as he always does, because I never give him money because California is so rich. I apologize. I love you, Art. Art and I go through this at every meeting. But I do love California. But we do have staff on the ground everywhere.

The voter file. Folks, this is complete. You've heard me talk about this til you think about it in your sleep. I go to bed thinking about them every night myself. It used to be a lot of fun, before I was chairman of the party, but we now have 166 million voter files inside the DNC on the desk of every person here that we can -- so that we can fully utilize it organizing fundraising and voter registration projects. We have our full base vote community desk. As you can see, or not see, up there, they're already fully funded. All the base vote operations were already up and running.

Obviously, there's the map of the United States. This is not a target map so, state chairmen in this room, this is a map based on the last three presidential elections, 47 to 53 percent for the Democratic nominee for president. That is what that map shows you. You have base states with -- the dark blue, as you can see, California, Washington, Illinois, New York, New England, excluding New Hampshire, you can see the states up there. Obviously, the gray states are key target states. The light blue are states that Al Gore won in the 2000 presidential election. If you take what Al Gore won and you take the dark blue states, we need about 20 electoral votes, if you look

at that map, somewhere in those gray states, some combination. If you win Florida, there's the election. If you win in Ohio -- we need 22, actually, so if you get Ohio and West Virginia or any permutation up there, that's how you have to do it, and that's where we're going to spend our resources, and that's where we're going to mobilize our voters.

Obviously, let's quickly look at Ohio, a key, key target state for us. We made some mistakes. Nothing we can do about it. In 2000, as you know, we pulled out of the state six weeks early, all money, all ground, all out of the state. We only lost the state by 3.2 percent. We are in -- and Denny Wright is not here, but we put a lot of emphasis -- I've gone, myself, to Ohio dozens of times. This is a key state. We put a lot of resources already into Ohio. It's a

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big, big state for us.

But let me quickly show you what we can do in Ohio right now. That is the state of Ohio, broken down by county. The dark red, obviously, are Republican districts, the blue are Democratic districts. Traditionally, our party has gone into those blue districts to maximize our voters. We didn't normally go into the red counties, because it's too hard to find Democrats there. Every 15th door would be a Democrat,

so it was a waste of our resources. Those days are over.

We need to go into every county and every state and find Democratic votes, and that is our new strategy for the party and how we do it. Now, obviously, with Demzilla, if you look at Ohio, healthcare costs are up 14 percent, family healthcare costs are up \$1500 a family, so we don't go to Demzilla and say -- because -- and I want to thank many of our allied groups who have worked with us.

We've done polling with each other, we've done focus groups with many of our allied groups, so we have a lot of -- Dave in here -- we have done our own national polling. We go to Ohio and say, who says healthcare or social security will be the number-one issue? Six seconds later, the Demzilla prints out 940,232 names that we know, say that they're going to vote on healthcare or social security will be the number-one issue. So the next question is -- okay, we've got the names and address, which are now accurate.

In the past, as you know, we had a problem with accurate data. Where are they? Let's go to Clark County, Ohio, a county that we never had spent time in. Clark County, Ohio, is truly a swing county, and those

dots actually represent actual individuals. We now have the names and addresses. And today, when the 700,000 e-mails an hour are going out, we're talking to those folks in Clark County about healthcare or social security. Those actually represent people in a county that your party traditionally did not go into, and we're going after every one of those 940,000 votes.

We can do the same thing on education. We now know that 56,700 -- 56,000 children are left behind. We know who the parents are of those 56,000. You know what, folks? They are not voting for George Bush. I can guarantee you that. But if we ask the Demzilla, who says that education's going to be the number-one issue in November of this year? 1.2 million names come up on our Demzilla datafile. Where are they? Go back to Clark County. There you are in Clark County, a county we did not go to before. Those green dots are actually individuals, but the orange dots back in there on top of that, you can now see that is a four-block radius of a street in Clark County, with the actual names of individuals, who we now know what their top issues are. How do you like that? Pretty sophisticated for the Democratic Party.

(Applause.)

CHAIRMAN McAULIFFE: These tools are

available to every state party. We're working them.

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2 We're constantly updating them. And let me just say,
3 folks, if you're not using the tools, then you're not
4 going to be able to do what we need to do to get the
5 votes out.

6 I just want to say Mary Beth Cahill is here,
7 is the campaign manager, and she will attest to this,
8 that our tools have had an immediate impact for John
9 Kerry. Traditionally, we have a nominee, and the
10 nominee comes to the DNC and helps us raise money. We
11 changed that up a little bit. John Kerry locked up the
12 nomination, as you can see there, on Super Tuesday.
13 The very next day, the DNC sent out to their two
14 million e-mail addresses an e-mail and said, "Give
15 money to John Kerry." And within 72 hours, we had
16 raised \$800,000 just through e-mails, at no cost to
17 John Kerry. We raised 400,000 just off of our phone
18 calls that we turned -- and said, "Go call for John
19 Kerry." We have a direct-mail piece out there that's
20 projected to raise \$2 million for the John Kerry
21 campaign. As of this morning, we were -- in 23 days,
22 your DNC has directly raised, for John Kerry for
23 President, over \$4 million.

24 (Applause.)

25 CHAIRMAN MCAULIFFE: So with 25 million in

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1 the bank, the four million, which is supposed to be
2 five by the end of March, we can tell Mary Beth Cahill,
3 "Your DNC is delivering \$30 million to John Kerry,"
4 something truly historic. And we, folks, are only in
5 March, and it really, truly is exciting. Obviously,
6 finally, aggressive.

7 Here's what your DNC is doing. We're going
8 to pay for ads, as you know. You all know the issue
9 about coordinated ads and independent ads. Through May
10 1st, we have the ability to run unlimited and
11 coordinated campaign ads. Campaign -- coordinated to
12 the point that Mary Beth can call me today and say,
13 "Run this ad in this state." That's how coordinated it
14 can be, and we pay for it. We're going to, obviously,
15 help and pay for the polling, direct mail, and phones
16 to offload that from the Kerry Campaign, because they
17 can only raise \$2,000 a check. We raise 25. As much
18 as they can get to us, the better off it is for the
19 campaign staff, and in the battleground states. And
20 then obviously the Kerry Campaign stops their
21 fundraising at the convention, and then we have to fund
22 all of that, get out-the-vote operation on the ground,
23 heading into November.

24 And then, finally, I'll just tell you the
25 Boston -- Rob O'Connor is here. I believe we're going

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1 to do a brief presentation. It's going great. I want
2 to thank Tom and Nino, and I really want to thank
3 Senator Ted Kennedy. You've done a magnificent job.
4 You've all been up, you all have your hotels -- the
5 furthest hotel, as you know, is 3.4 miles, unlike L.A.,
6 where it was 14.6. So you can all walk to the Fleet
7 Center. It is going to be spectacular. We have the
8 same producer for four straight conventions. As you
9 know, we changed it. We hired Don Mischer, who's done
10 the Olympics, who did the changeover, the Hong Kong
11 opening, did the Millennium. Really new, creative.
12 We've got to be thinking out of the box at this

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convention. But the one thing we want to do at this
convention -- you know we're going to have a great
time. It's going to be a great week for John Kerry.
But you know what? It isn't going to be four days of
speeches and four days of parties. We're going to have
trainings all day, hundreds of thousands of young
people coming up --

(Applause.)

CHAIRMAN MCAULIFFE: -- with all these rooms
and all these colleges up there at \$40 a night. We
want to jam them. We want to do events all day. But
everybody's going to leave this convention, folks, with
an assignment. You have to do something. So we're

going to have fun, but we're going to use every
available moment. And if you thought you didn't sleep
yesterday, get your rest before you head to Boston.

And, finally, we're all going to be standing
on the lawn January 20th, back in the White House,
where this party belongs.

(Applause.)

CHAIRMAN MCAULIFFE: Let me now introduce
someone who has done a spectacular job in the area of
politics. Mary Beth Cahill is running the John Kerry
for President Campaign. She came in -- we all know she
came in, in November, at the time that the Kerry
Campaign wasn't doing well in the polls. She organized
it, she pulled it together. She brought a lot of
structure, she brought a lot of focus to that campaign.
And, obviously, in this business, folks, the results
speak for themselves. John Kerry went on to have a
very, very impressive string of victories through the
primaries. She also, as you know, was the executive
director of Emily's List. She worked in the Clinton
White House as the head of the Public Liaison Office
there. She also served as the chief of staff for
Senator Ted Kennedy, who has been so helpful to this
party. So I'd like everybody in the room to give a
good welcome to our friend, Mary Beth Cahill.

(Applause.)

MS. CAHILL: Thanks, Terry.

It's great to be here on a day when the
Washington Post headline talks about us, because, as we
know, that's never been the case before, and the Kerry
Campaign feels extraordinarily lucky. And we would
just like to say thank you. And there's so many thanks
to give, so many people.

First and foremost, Chairman McAuliffe and
the outstanding staff of the Democratic National
Committee, who delivered us up a united party, an
unprecedented amount of money. Thanks.

(Applause.)

MS. CAHILL: We know exactly how much success
we've had going into this general election. We have to
thank our former opponents, the vigorous campaign,
primary campaign, they raised -- and, of course, they
way that they pulled around Senator Kennedy, who won
the nomination once again is without precedent, and
they are going to be a big part of our arsenal as we go
into this general election.

We also have to thank the DNC for this
process that delivered us a nominee this early in the

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24 calendar. It allows us to put together a long-term
25 general-election plan that we all gather around and

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1 join into. And I'm very happy to say it's worked very
2 well for the party and for Senator John Kerry.

3 We have to thank the elected office-holders
4 at every level across the country. As Senator Kerry
5 moved through the states and it became clear that, in
6 place after place, people stood up with us, offered
7 advice in healthcare or in organizing ability, and
8 we're extremely grateful for that.

9 And, finally, I have to thank the Democratic
10 fundraisers and supporters everywhere across the
11 country who have just embraced Senator Kerry and the
12 Kerry Campaign, are calling us and saying, "what can we
13 do? How can we help? Here's what you should do here."
14 we plan to take advantage of all that help and advice
15 as we go forward, and we could not be more grateful for
16 that.

17 And, finally, I have to say thank you to John
18 Kerry, who did the most spectacular job done by a
19 candidate in this calendar year or anyone that I
20 remember. And the fortitude and strength that he
21 exhibited allowed him to win this nomination in a
22 fashion that we can all be proud of and that will carry
23 us through as we win back the White House.

24 And now here we stand, more or less, all de
25 facto part of the Kerry Campaign as we head into the

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1 general election. I want to thank you for what you
2 did, and I want to thank you for what you're going to
3 do with us as we go forward.

4 I would just say this. As we plan for this,
5 we're ready for the challenge. John Kerry, you know,
6 positioned himself against friends in the primaries,
7 and -- who had a lot in common. And sometimes it was
8 difficult. He absolutely welcomes this fight against
9 George W. Bush. He's completely confident about his
10 ability to wage this battle. And he has absolutely no
11 qualms about it. And I think that was exhibited by the
12 campaign in the early days when they came on the air
13 against us, immediately negative, and the campaign --
14 as Senator Kerry went back immediately. You're going
15 to see that again and again and again.

16 (Applause.)

17 MS. CAHILL: Our campaign has been greatly
18 strengthened by the other office-holders up on the
19 Hill, governors, mayors, who have been willing to take
20 our message and amplify it. And one of the best things
21 that happened to us when we were able to release the
22 name of the Bush manufacturing czar before they
23 actually announced it, and office-holders around the
24 country let us know this was coming. We preempted
25 that. We're going to see that time and time again.

0037

1 And it's because of the teamwork we've been able to put
2 together in the early days here.

3 Now we broaden out to the general election,
4 and it's very clear to me, and clear to you, I know,
5 from the polls that you're seeing around the country,
6 that people need to know, and need to fill in on the
7 John Kerry message, and that's what you're going to see
8 us doing in the coming weeks.

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9 Today, he is in Detroit, accepting the
10 endorsement of the UAW, which is something that we have
11 long sought and are very, very happy to receive. And
12 then he's going to give a speech on jobs and the
13 economy. We're not going to be deterred from what the
14 American people want to talk about. In the course of
15 this campaign, you can see the Bush White House coming
16 back, day after day after day, with relentless negative
17 attacks on small issues and the long voting record.
18 We're going to have a conversation about jobs, job
19 loss, job creation, and the economy that this country
20 wants to have, and that is what our advertising is
21 going to do in the weeks going forward.

22 So when it's necessary, we will answer on the
23 negative, and we will push back every single day on the
24 negative, but you'll see a lot of positive information
25 about John Kerry, his record, and his vision for the

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1 future of this country.

2 We're in the process, right now, of putting
3 together a general-election plan, and we're working
4 very closely with the DNC. And Marcus Chagall, who was
5 our deputy campaign manager, is here with me. We
6 couldn't be more thankful for, particularly, Josh
7 Weiss, who, during the primary season, was very key in
8 dealing with all nine of the Democratic candidates --

9 (Applause.)

10 MS. CAHILL: -- sharing with us the
11 information and same planes. Mark's going to talk
12 about it briefly, and take a few questions.

13 Thanks. We're going to be calling for you,
14 and look forward to working with you over the next
15 eight months.

16 (Applause.)

17 MR. CHAGALL: Thank you again for last night.
18 I also want to thank Mary Beth Cahill for her
19 leadership.

20 (Applause.)

21 MR. CHAGALL: We've begun the process of
22 integrating with the DNC, and the staff has all been
23 fantastic. We're going to have a single unified
24 effort, moving forward, and if you all have questions
25 for I and Mary Beth --

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1 CHAIRMAN MCAULIFFE: Let's open it up to
2 questions before we get on to the regular part of the
3 program. But as long as we have Marcus and Mary Beth
4 here, do we have any questions specifically for the
5 campaign team?

6 MR. PALMER: Just for everybody's
7 information, they've been asking me, it's Gillette Mach
8 3 Sensor.

9 (Laughter.)

10 MR. PALMER: I want to thank everybody for
11 that and also continuing to stress how important it is.
12 -- I was talking to Susan last night about our message.
13 TV is good, but the soccer moms, the coaches, the
14 people that you meet in the store lines talking about
15 pocketbook issues, are really going to help get this
16 message across. And the mayor is in the forefront of
17 that. And what I want to do, along with the DNC, is
18 coordinate with the mayors. And I know Harvey Johnson
19 is president of the Black Mayors. We want to be very

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20 active up front, and we're looking to coordinate with
21 the Kerry Campaign and the DNC, a place where the
22 mayors can come, whether it's Ohio, with six mayors
23 there -- and they've lost a ton of manufacturing jobs -
24 - or Boston, where the convention is, or somewhere
25 where you want and would like to have mayors. At a

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1 time maybe when Bush is there speaking about one thing,
2 you could be right there.

3 So we want to be engaged and coordinate all
4 of our messages, and keep saying, like my chief of
5 staff, who is in public relations, "why do people drink
6 Coca Cola? It's because they tell you to drink Coca
7 Cola. That's why you drink it." If you keep saying it
8 and saying it and saying it -- we'll work with you, but
9 our message needs to continue to be from the mayors.

10 Thank you very much.

11 VOICE: I want you to know that the seniors
12 are there. All you have to do is ask. We're ready,
13 willing, and able to help.

14 Thank you.

15 (Applause.)

16 CHAIRMAN MCAULIFFE: Let's give a round of
17 applause. Onward to victory.

18 (Applause.)

19 CHAIRMAN MCAULIFFE: I'd like to now, if I
20 could, move into a little further convention update.
21 We have the great Alice Huffman, from the great state
22 of California, who is the chair of our convention
23 committee, and we have the great Rob O'Connor -- where
24 you from, Rob?

25 MR. O'CONNOR: Virginia.

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1 CHAIRMAN MCAULIFFE: The CEO of the
2 convention. So if Alice and Rod could come up and give
3 us a briefing on the convention.

4 MS. HUFFMAN: Good morning, Mr. Chairman,
5 committee members. This is the Alice and Rob show, all
6 the way from Boston.

7 But I will tell you, Mr. Chairman, I woke up
8 this morning -- I was up with you -- and you did very
9 good.

10 VOICE: Mr. Chairman, could she use another
11 microphone?

12 MS. HUFFMAN: I'll lean into it.

13 I just want to tell you, it's fun being in
14 Boston. It was fun. We are short-term residents of
15 Boston, but we're absolutely committed to being good
16 residents while we're there, and we're doing the best
17 we can to serve the community while we're putting on
18 the convention. And, of course, you don't serve the
19 community any better than putting \$4 million into
20 minority banks. That's one way to get off to a good
21 start. And, of course, you have to be a good model.
22 And the chairman was a good model, as far as what the
23 parties stand for, because the party stands for
24 inclusion. So when you are -- he appointed myself and
25 Bill Richardson and me as chair of the convention

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1 committee, and nominated Mr. Richardson as chair of the
2 convention, he set the right tone for a party of
3 inclusion. So I want to thank him for that.

4 (Applause.)

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5 MS. HUFFMAN: When he gave Rob O'Connor his
6 papers, he told him that he'd better not come up with a
7 convention that didn't look like America. And he asked
8 me to make sure I kept an eye on Rob, which I've never
9 had to do, because Rob has done an absolutely fantastic
10 job. If he walks into the DNC, it looks just like
11 America. He has three of his deputies -- only three
12 deputies -- one, a woman; two minorities -- and they're
13 very competent, and they're getting the job done.
14 Fifty percent of his staff is ethnic minority and
15 women, and so we are modeling, in Boston -- well, we're
16 not just preaching; we're showing people the way.

17 Boston is a kind of interesting town. For
18 those of you from Boston, you know how interesting a
19 city or a town it is. It is very parochial, and you
20 really have to work hard to make sure that the
21 residents there feel okay about what we're doing.
22 Little inconveniences here and there. Security is
23 still a big issue throughout. But, all in all, I think
24 we're all going to be very, very happy being in Boston.
25 And I believe it was just for tourists that our nominee

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1 -- because, at the time we did the site-selection
2 committee, we had no idea that our nominee would come
3 from Massachusetts. And it's just, sort of, like,
4 maybe it's a karma or something. But everything seems
5 to be working out well, and working out right.

6 So we just encourage everybody to get in
7 their working mood so that when you get to the
8 convention, not only will you have a good time, Art,
9 but you will go home and win.

10 Thank you. And I would like to introduce one
11 of the best CEOs -- this guy could take more flack than
12 anybody I know in the world, and he's doing a good job,
13 and they love him at the DNC, at the committee
14 headquarters there, Mr. Rob O'Connor.

15 (Applause.)

16 MR. O'CONNOR: Thank you very much, Alice. I
17 want to recognize other chairmen. Along the way,
18 they've been a great help to us so far. One other
19 person I want to just thank today, we're honored to
20 have a guest from Boston here with us, State Senator
21 Diane Wilkerson, who's been very, very instrumental in
22 helping us with our convention planning.

23 (Applause.)

24 MR. O'CONNOR: We are 122 days away from
25 opening the 2004 convention in Boston. I want to tell

0044
1 you right now, we will be ready. We are in a city that
2 is more enthusiastic to host a convention than I've
3 seen at any convention I've gone to, I can tell you.
4 That enthusiasm can work both ways sometimes, but, let
5 me tell you this, those people up there are excited to
6 have you, and they're doing everything that it takes to
7 make this convention a tremendous, tremendous success.

8 This convention's going to focus on a few
9 things. First and foremost, this convention is going
10 to showcase a nominee. The fact that John Kerry will
11 be in Boston to be nominated as the next President of
12 the United States has brought an even heightened level
13 of enthusiasm to this convention. We're going to make
14 sure we do the best job we can to showcase the nominee.

15 As Terry mentioned, this convention is also

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going to be an opportunity to ensure that the people who come to the convention are better prepared to win the general election than -- when they leave then when they came to the convention. We're going to invest significantly in training at this convention. We're going to carve out chunks of the day to make sure that people have an opportunity to come and go through discussions about the strategy we'll take forward to win this election in 2004, and that will be a major focus, I promise.

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The convention schedule looks much like you would expect it to. There's a welcoming party on Saturday night we encourage everybody to come to, mostly for the media. Some 20,000 people are expected to attend the party, an opportunity for the mayor and the people of the city of Boston to showcase the new convention center there. There will be state delegation welcoming parties at neighborhoods throughout Boston on Sunday evening, and that will likely culminate with a welcoming event in the downtown area that Mayor Menino will host with music and fireworks to bring everybody together in the city of Boston.

We will kick off the convention on Monday. We'll start the day as usual, with a state delegation breakfast. We'll move into some caucus meetings during the day, during the earlier part of the day, some training in the afternoon, and then, obviously, we'll all be at the convention hall that evening.

As I said to you at the very front end, this is an enthusiastic community. The team we've put together, as Alice said, is a very diverse, very talented team that has a wealth of experience. The advent of the Senator Kerry team and their integration into what we've done has been seamless. Many of you

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know Jack Corrigan, who has worked on a number of conventions, including the 1988 convention, with Chairman Fowler. He's been named as the convention manager for the Kerry Campaign. That integration has been seamless and has worked very, very well. And I feel very good about our progress.

There's still some work to do. Mayor Menino and his team are working on some union issues that all of you are very familiar with, with the city of Boston, but I'm confident those will be resolved. We have time to do that along the way. And we're working to make sure -- I'll say, finally, we're working to make sure that not only do the people who get to come to Boston know what happens in Boston, but that we're much more aggressive about making sure the people who are not in Boston are happy with this convention. The networks are an integral part of our convention coverage. And we have also reached much, much further to ensure that we're on more channels on the dial this time. And we're reaching audiences who watch TV in different places. We've done aggressive outreach with BET and Univision and Lifetime and Oxygen and MTV, to channels that appeal to people we need in this election. We've gone so far as the Discovery channel, doing documentary of our convention. We have been on

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1 Discovery channel before. Comedy Central, Jon Stewart
2 is coming to the convention. If you believe some of
3 the reports about how people get their news this time,
4 if you're under 30 a lot more people are getting
5 political news by watching the Daily Show, so we're
6 going to bring him in and we're going to have him
7 there.

8 A lot's been said already. I'm very happy to
9 hear Terry reporting the three-and-a-half miles, 3.4
10 miles, is the radius around which the Fleet Center.
11 And all of our state delegations are locked into 17.6
12 miles in L.A.; 3.5 miles in Boston, a much better
13 environment for all of you. As I said at the
14 beginning, we're 122 days away; 119 days from now, John
15 Kerry will be nominated as the next President of the
16 United States. He will walk out of the Fleet Center,
17 and, we're very confident, and will walk in the white
18 House on the 20th of January in 2005. We look forward
19 to hosting you all there. Please come visit us. But
20 we could take any questions --

21 (Applause.)

22 MR. DIXON: I have a couple of questions.
23 When and how do we get tickets for airlines and hotels?
24 We want to work with the party and work with the
25 process, and we don't need a drop-dead -- we know when

0048 1 the drop-dead date is.

2 MR. O'CONNOR: We've named two official
3 airlines for the convention, United Airlines and USAir,
4 both. We haven't -- we are able to deal with two this
5 time. You can go to our web site. We have a
6 convention code that if you don't have it already,
7 we'll e-mail it around to everybody who would go to the
8 web site. What absolutely is there on the web site is,
9 you can knock 15 percent off that if you use the
10 convention code. Go and book that fare now. All of
11 the state delegations know which hotels they will be at
12 already. We did that in December, a lot earlier than
13 where we were before. So the state delegation chairs
14 have all the information about the hotels.

15 MR. DIXON: Except how do we book them? Do
16 we work through our party structure?

17 MR. O'CONNOR: Work through the state
18 delegations.

19 MR. DIXON: And lastly, a number of us have
20 been trying to find a schedule, at least a skeleton
21 schedule, so that some events we might want to plan as
22 a delegation will fit within the framework and won't be
23 in conflict with other things. There'll be a lot going
24 on at the same time, but we would like to get windows
25 that make sense. So can there be some kind of a

0049 1 framework we could look at, at least?

2 MR. O'CONNOR: There is. We have just
3 launched a web site, and you'll not see the schedule,
4 at this point, on the web site. We're still finalizing
5 a couple of things. We've launched the web site,
6 www.dems2004.org or dot-com, you can get there either
7 way. Eventually, we'll be posting some scheduling
8 information.

9 What I would ask of all of you, we are
10 collecting, right now, information. And David Medina,
11 who's in the back of the room, our deputy CEO for

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political affairs, or external affairs -- our deputy CEO for external affairs, please get that information in to David if you've got something today, and let us know one of two things. Is it something you want on a public element, or is it something you just want to let us know about so we can help you steer things around?

MR. DIXON: Thank you.

MR. O'CONNOR: Thank you.

MR. WEBB: I just wanted to say that Colorado has never been happy with hotels. This year, everybody's happy. So you've already achieved something.

(Applause.)

MR. WEBB: And, Terry, this is a broader

question. I know at the convention we highlight the nominee, we highlight the vice presidential nominee and the past Presidents, but there are two important Senate races that are also -- I hope that we will also highlight, and that's in Illinois, which is a blue state. And obviously we think it's real important that we have the opportunity to have another African American headed to the Senate. And also Ken Salazar, in Colorado, where we've not had a Hispanic in the United States Senate since Montoya, of New Mexico, back during the Nixon impeachment hearings. So I hope these would also have recognition. And also recognition for the Native Americans who are running, if that is successful, also for that person to be highlighted. But I think it's a real opportunity to highlight some of the younger people in our party so the nation can see them.

CHAIRMAN MCAULIFFE: I couldn't agree with you more. In fact, we tried to get the Senate candidates last night, and I guess the Illinois session is still going on. I couldn't agree with you more, and you'll see it. I mean, it's exciting what's going on in the Senate map. And, you know, two weeks ago, three weeks ago, people thought we couldn't win the Senate. Obviously, in Colorado, with Ken Salazar, I mean,

that's now a pickup for us. And, obviously, Illinois -- it just adds so much excitement. Now it's looking good. And it's good to win the Senate and the -- with the White House.

Anybody else on the convention?

MR. ROOSEVELT: I just wanted to say that Boston is not that easy a place to learn the lay of the land, and I don't mean just our streets and trying to drive there, which I urge you all not to do. Use the convention transportation and our great public transportation system. But I also mean learning the lay of the land on how to do business there, how to work with the business community, the minority business community, the labor community, and the political community. And Alice and Rod have done a great job in doing that. They really have learned how to work with people in the city and in the state. My good friend, Tom O'Neill, ran a welcome/introduction reception that helped introduce the convention staff to the leadership in the city. This is going to be a great -- it's going to be a great coordinated operation, and we see it coming together. And I think they've done great work

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23 in really learning how to work with the players.

24 CHAIRMAN MCAULIFFE: Thank you, James.

25 MR. BELL: I want to thank the chairman,

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1 first off, when he talked about the youth focus we're
2 going to have on this convention, it's going to be
3 outstanding. What I do want to mention is that College
4 Democrats of America will also be hosting our national
5 convention right before the DNC in Boston, so you have
6 an opportunity to sponsor young people from your state,
7 from your area, to go to this convention to get
8 involved. We've taken all the dormitories at
9 Northeastern University. They're staying for, like, 35
10 bucks a night. You can help them get there, we'll help
11 them find a place to stay. They'll see the convention
12 up close. The chairman is going to work with us to get
13 most involved as we possibly can and get to work after
14 the convention, but we can't do it without your help.
15 You'll be getting a mailer from us, from CDA, to help
16 support college Democrats in your area. Thank you all.
17 And you can go to our Web site, collegedems.com, if you
18 want to contribute.

19 CHAIRMAN MCAULIFFE: I think Ashley made a
20 very good point. We need to help him. We need to make
21 sure we get college Democrats and we get young people
22 to go to this convention, see what goes on up there for
23 four days. I'm telling you, they'll be hooked.
24 They'll get other people involved. So when you go back
25 to your respective states, we've got these hotel rooms

0053

1 that are very cheap. We're going to put an event where
2 -- trainings all day, every day. We're going to have
3 all different types of events, so really try and go
4 back to your states, encourage young people to come up
5 to Boston for a couple of days. I think it would be
6 very much worth our effort, because they're going to go
7 home all fired up. And this is our one opportunity to
8 really fire a lot of people up.

9 Anybody else from the convention team?

10 VOICE: Are we going to be having a DNC
11 meeting on Friday?

12 CHAIRMAN MCAULIFFE: Yes.

13 VOICE: Can we try and not start at 8:00
14 a.m.?

15 (Laughter.)

16 CHAIRMAN MCAULIFFE: You know me, I'd like to
17 start at 6:00 a.m.

18 VOICE: But there are transportation
19 problems. And also, the last time, the security
20 operation was such that it took people over an hour to
21 get to the hotel, and people got there at 8:00 and
22 didn't get in til 9:00.

23 CHAIRMAN MCAULIFFE: That's a good point.
24 I'm glad you raised it. A lot depends with the
25 nominees using that as a launch pad to leave Boston.

0054

1 And, obviously, that's a very good point.

2 Anybody else?

3 Okay, let's hear it for Alice and Rod.

4 (Applause.)

5 CHAIRMAN MCAULIFFE: Let me move to old
6 business. Does anybody have any old business to bring
7 up before the committee?

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(No response.)

CHAIRMAN MCAULIFFE: Let me move on, then, if we could, to new business. And seeing no old business, we have a few items, some very important items I want to go over here.

All of you should have a list from me in front of you. The first items I am asking for ratification for today are my appointments for the convention standing committees, the credentials committee, platform committee, and the rules committee. You all have the full list of my nominations for the chairs, vice chairs, party leader, and elected official members. These officials will join the other 161 members elected within the states and territories.

I can say I'm very proud of the very diverse and experienced group of individuals who are anxious to serve our party on the convention committees. I personally called each and every person on this list to

ask them for the full commitment. Collectively, the slate includes more African Americans, Hispanics, Asian, Pacific Islanders, gays and lesbians, persons with disability, youth, than at any other time of these committees, which I'm very proud of.

I won't go through the full list. You can see it in front of you. But I would like to say a quick word about the chairs of the respective committees.

The credentials committee, I'm pleased that Atlanta Mayor Shirley Franklin, Congressman Bob Menendez, and Senator Deborah Stabenow have agreed to serve. I don't think we'll have too many contentious delegate challenges to resolve, but I thank them for being ready to do it if called upon.

On the rules committee, I'm pleased that Governor Jennifer Granholm and Congressman Bob Matsui and Greg Meeks will adopt a convention agenda and rules that will make the order of business in Boston smooth and efficient.

Lastly, the platform committee. I've asked my great friends, Governor Tom Vilsack, Congresswoman Stephanie Tubbs Jones, from the critical state of Ohio, and L.A. city council member, Antonio Villaraigosa, with the recommendation of Art Torres. I don't give

money, but I listen to him, to bring their combined years of experience and policy in drafting a platform that John Kerry and the Democrats can run on and not run from, and help us win in November.

I also want to draw your attention to a few of the other appointments on the platform committee. Obviously, with national security being a top concern, I called and asked Sandy Berger -- I think many of you probably saw him testify the other day; he was spectacular -- and I do want to let you know that Sandy Berger, on a regular basis, once or twice a month, calls me, comes over to see me, and briefs me on issues. He really has been a true Democratic stalwart to help this party and these national security issues.

Retired three-star General Claudia Kennedy -- and I had a long conversation the other day with Magic Johnson, who wants to highlight the small-business issues, and has agreed to serve and volunteer for the

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19 party. Each obviously will bring a different
20 perspective to the deliberations.

21 We've looked at the list. I would now like
22 to entertain a motion to ratify --

23 MR. ROOSEVELT: So moved.

24 MS. KHARE: Second.

25 MR. WYMAN: Question. Has this been

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1 discussed in detail with the Kerry Campaign?

2 CHAIRMAN MCAULIFFE: You bet.

3 (Laughter.)

4 CHAIRMAN MCAULIFFE: Any other questions?

5 And in fairness with this discussion, with all the
6 campaigns, I want you to know -- and I do want to
7 compliment the staff of the DNC -- we've been on a
8 daily communication with all ten candidates who ran for
9 this office, on a daily basis, about every single
10 issue. And I think we talked -- I think that's one of
11 the reasons you saw such unity last night -- the
12 debates, everything the DNC did -- which was the first
13 time everybody felt we did it in a fair process.

14 All in favor?

15 (A chorus of ayes.)

16 CHAIRMAN MCAULIFFE: Any opposed?

17 (No response.)

18 CHAIRMAN MCAULIFFE: The ayes have it. We

19 will have our first meetings in June.

20 I would like to now go to other issues.

21 Anyone else in the room has new business? Jim? Carol?

22 MS. KHARE: Phil knows we had to jump. We

23 just want to give a quick update of the activities of
24 the rules and bylaws committee.

25 As of March 17th, all 56 state and

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1 territorial delegate selection plans are in full
2 compliance with the rules.

3 (Applause.)

4 MS. KHARE: Completing the review and
5 approval phase means we've now shifted into the
6 implementation phase of the delegate selection process.
7 And while the majority of the states have held their
8 primaries and their caucuses, and the party is unified
9 behind Senator Kerry, only about a fifth of the actual
10 4500 individuals who serve as delegates have been
11 actually selected yet. So we're continuing to monitor
12 the implementation of the delegate selection process,
13 and to respond to daily questions from the state
14 parties.

15 with regard to equal division, affirmative
16 action's delegate allocation and the co-chairs and the
17 full committee are available, if necessary, to approve
18 amendments that come up to the state plans at the last
19 minute.

20 MR. ROOSEVELT: Continuing in that vein, if a
21 challenger arises, the rules and bylaws committee has
22 jurisdiction to hear credentials challenges, and
23 retains this jurisdiction until Sunday, May 31, when we
24 will hand it over to the convention credentials
25 committee. The rules and bylaws committee has

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1 continuing jurisdiction for ensuring the states comply
2 with equal division all the way up the chain to the
3 convention.

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4 In anticipation of the rules and bylaws
5 committee's handoff to the credentials committee, the
6 committee -- the rules and bylaws committee will meet
7 here in Washington on Saturday, May 15th, to finalize
8 our report, take action on any unresolved issues. And,
9 at that meeting, we also want to invite all of you and
10 representatives of the state parties to speak to us
11 about lessons learned from how the primary process
12 worked. This time that will be preliminary to the
13 commission that the chairman is going to appoint at a
14 later date, but we promised we would provide a forum
15 for those comments.

16 So Carol and I would just like to thank our
17 fantastic staff, headed by Phil McNamara along with
18 Alicia Kolar Trebose, Victoria Lye, Mark Schloss, our
19 consultant, Rick Boylan, and our counsel, Joe Sandler.
20 They've just done a fantastic job.

21 (Applause.)

22 CHAIRMAN MCAULIFFE: And I want to thank Jim
23 and Carol. We went through a lot of issues the last
24 couple of years -- obviously, a new change to our
25 primary calendar, challenges from different states,

0060
1 straw polls in Florida, the District of Columbia wanted
2 to jump in front of everybody. And I just want to
3 thank Jim and Carol and all the members of the
4 committee who came through this thing. We got our
5 nominee, and you all and staff and all the members of
6 the committee, through a lot of different issues, you
7 came through with grace, and it worked for our party,
8 and you should be proud of what we have on -- with the
9 Democratic nominee. So I want to thank both of you for
10 the job you did.

11 (Applause.)

12 CHAIRMAN MCAULIFFE: Mr. Soref?

13 MR. SOREF: Mr. Chairman, thanks very much.

14 First, I want to thank everyone else, and
15 thanking you, Terry, for your leadership in putting
16 together this incredible building and the event last
17 night. But I also wanted to mention something, and
18 that is the role you played as the spokesperson for
19 this party and for Democratic principles over the last
20 few years. Before we got the Democratic candidate, you
21 were out there every week traveling around this
22 country, upholding the principles of this party, and
23 you did a great job.

24 (Applause.)

25 CHAIRMAN MCAULIFFE: Thank you very much.

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1 MR. SOREF: I've been asked to give just a
2 brief report on the -- on what the gay/lesbian trans-
3 gender caucus has been doing. When Reverend Jackson
4 was talking -- when he opened this meeting up talking
5 about the Constitution and civil rights, he referred to
6 President Bush's attempt to amend the Constitution with
7 the marriage amendment. Reverend Jackson referred to
8 the gay community as a "sliver." That is true, we are
9 a small part of the population. George Bush has taken
10 this sliver and tried to make it a wedge issue in this
11 nation and to divide people over an issue. Most
12 Americans, according to the polls, do not want to see
13 the Constitution amended for this purpose. And that's,
14 in large part, because Democrats have responded

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15 immediately by saying, "This is not an issue, let's get
16 back to talking about the real issues."

17 Within two hours of the President's news
18 conference where he announced this initiative to amend
19 the Constitution, both Terry and Senator Kerry were out
20 there publicly saying, "This is not the issue. We need
21 to get back to the real issue," and opposing this
22 amendment. And, again, I appreciate your leadership
23 and Senator Kerry's leadership on this.

24 (Applause.)

25 MR. SOREF: The gay community feels like a

0062

1 target. We're angry, and we're roused, and we're ready
2 to do our part to help take George Bush out of office
3 and get back to Democratic principles. The caucus here
4 at the DNC, as far as the 17 members, including a
5 former chief justice of Guam, we have established key
6 contests in all the battleground states. We have over
7 700 volunteers signed up on election day, and we're
8 building on that list. We have 70,000 e-mails as a
9 part of the effort Terry referred to earlier.

10 I also want to acknowledge the efforts of the
11 DNC treasurer, Andy Tobias, who has been one of the
12 largest gay fundraisers in the Democratic Party.

13 (Applause.)

14 MR. SOREF: I want people to know that the
15 lesbian and gay community, according to exit polls, are
16 the second most reliable source of votes, after the
17 African American community, for the Democratic Party.
18 And in addition to that, in part because of Andy's
19 efforts, and others within our community, we have
20 raised millions of dollars year in and year out to
21 support the Democratic Party. We have been there for
22 the party, and we appreciate now that the party is
23 there for us when our families and the children of
24 those families is under attack.

25 Let's get back to the real issues that face

0063

1 this country, and let's deal with George Bush. This is
2 not the American way, to amend the Constitution to
3 discriminate against a group of Americans in long-term,
4 committed relationships with tens of thousands of kids.
5 Whatever you believe, to punish the kids for the
6 alleged sins of the parents is not even of a Christian
7 way, much less the American way.

8 And I want to thank everyone.

9 (Applause.)

10 CHAIRMAN MCAULIFFE: Thank you, Jeff. Very
11 well put.

12 The DNC Hispanic Caucus was requested to be
13 put on the agenda under new business, so I would like
14 the chair of the Hispanic Caucus, Alvaro Cifuentes,
15 please.

16 MR. CIFUENTES: I will ask staff to circulate
17 this around for the DNC members. I don't have -- for
18 every two members -- I don't have enough for everybody.
19 Here's some data. I propose to make an assessment
20 quickly to you on the Hispanic/Latino situation. And
21 I'm going to pose to you, as the bottom line, the lack
22 of commitment, the lack of interest by a substantial
23 part of this community to be upheld by the Hispanic
24 community.

25 There's a lot of rhetoric going around.

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1 There is no action. And this is the third time I bring
2 this to the attention of this committee. And it keeps
3 not getting attended. So I will try to make an
4 assessment. I will try to take the high ground. I'm
5 willing to engage on it in any way anybody here wants
6 to. And let me go through the facts.

7 The DNC management has been very, very
8 supportive of the efforts that I have been leading on
9 behalf of the Hispanic Caucus, trying to reach out to
10 our constituency, that either you consider important
11 because of the conviction or you consider important
12 just in terms of political convenience. I'll take
13 either of those. If you think it's convenient, I'll
14 take it; if you think it's convictions, I'll take it,
15 too.

16 What we've done, on our behalf -- you can all
17 sort it out -- but we travel. I spend seven days a
18 week, 24 hours a day doing this, and nothing else. As
19 I travel and check out and talk to our Hispanic
20 leadership, 4,824 elected Democrat leaders across the
21 states, not here in Washington, let me tell you
22 something, we have zero credibility. Zero. Zero. And
23 there's zero tolerance. And I think you know that.
24 You can talk about outreach. I can talk about the
25 legal framework that is required by the charter of the

0065

1 DNC. But if you go out there to mayors, state
2 legislatures, to councilmen, to assemblymen, to
3 nonprofits, to profits, to community leaders --
4 Orlando, Tampa, the valley in Tampa, L.A., Chicago, the
5 Bronx, Boston, Nevada -- zero credibility. Zero
6 tolerance. We just don't make them feel invested on
7 what we're supposed to be representing.

8 And this isn't just an issue of minority. I
9 don't like the word "minority." I think it's a matter
10 of constituencies, it's a matter of people.

11 And the specific issue that I want to address
12 is the following. This is the year that the DNC state
13 parties elect DNC members to this institution. And I
14 do think it is an institution. That's an area that I
15 cannot, and the people that I try to be helpful cannot,
16 do it by ourselves. According to the charter of the
17 DNC, every state party is obliged to elect the DNC
18 members in the presidential convention year. I have
19 addressed this in the past. Their response has been,
20 "wait until next year." I've been addressing it for
21 the past four or five months, and, to say the least --
22 I must be frank -- I might be overreacting, but the
23 responses that I got from some state chairs makes me
24 wonder. Makes me wonder.

25 So I bring it here because I want to know

0066

1 your reaction to what I'm saying. Right now, according
2 to my numbers --and I let people know this when I e-
3 mail them. When I e-mail someone, I usually send about
4 200 cc's. And I know people don't like that, but those
5 are not the only ones. There are about 300 more that
6 go blind-copy, because they are mayors, they are
7 legislatures, they're assemblymen who are receiving my
8 e-mails at their government accounts, and they cannot
9 be seen in cc's, so I just blind-copy them. And they
10 all know that I'm here today. They are all waiting for

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me to get back to them. And that's good. That's good, because there is a network out there. And there is a network out there.

I've been trying to get more DNC members connected, going forward. Now, you have before you some data. I just want you to go based on the data. As we start the year, California -- and you can look at those numbers --

MR. TORRES: They're not correct, so let's start there.

MR. CIFUENTES: Can I have the right numbers, Art?

MR. TORRES: Yes. Because out of the 38 people that are on the DNC representing California, we have, quite frankly, 21 elected members, and we have

four elected DNC Hispanic members, and the other ones, thanks to the support of our chairman, have also included elected officials, not the least of which is the vice chair of our national committee.

MR. CIFUENTES: I just want to know the numbers. Are we at 24 or 18?

MR. TORRES: We're 21 elected DNC members.

MR. CIFUENTES: You're 21 elected members.

And how many of those --

MR. TORRES: Four are elected Latino members, and we have over nine Latino members in addition to that which are at-large and appointed. So these numbers are confusing, Alvaro.

MR. CIFUENTES: No they're not. What I'm trying to do is the following --

MR. TORRES: Well, let me explain to you -- it's confusing to this corner, maybe we're not that bright. But the bottom line is, it's unclear as to the DNC members who are elected, versus the DNC members who are appointed. That's a distinction --

MR. CIFUENTES: Art, I, on purpose, deleted here --

MR. TORRES: People don't know that. That's why it's confusing.

MR. CIFUENTES: I'm addressing the issue from

where I wanted to come from, at the state level, at the state party, at the state chair's level, because what's happening here is that the constituencies that are not being taken care of at the state -- what I'm running into, systematically, continuously, as the principle argument is, "Go and talk to Terry McAuliffe. He has to deal with those inequalities as at-large." And I beg to disagree with anyone that takes that position. It is just nothing else than an excuse by state parties and by state chairs to not do their part. That is the position of Alvaro Cifuentes.

What I want to show you here is California. Out of 21, according to Art there is four elected Hispanics. I want to show you that Florida -- out of 12, Florida has none. This one is not correct. Twelve, there is none. This party of diversity in constituency, this party of telling Democrats, "Hey, Hispanics, Latinos, we want you, we care about you," 12 in Florida, none Hispanics. And you keep going down there. New York, out of 15, three. Colorado, out of six, none. New Jersey, out of eight, one. And that's

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22 just because I worked out a deal there. We had a
23 vacancy last year. Massachusetts, out of seven, one.
24 You go the next page, and you see all blanks. Nothing.
25 Nothing.

0069

1 CHAIRMAN MCAULIFFE: I want to make sure
2 everyone's clear here around the room on the numbers.
3 This does not include my 75 appointments.

4 MR. CIFUENTES: That's what I said.

5 CHAIRMAN MCAULIFFE: This does not include
6 the 75 members that I appoint. The issue -- and I want
7 to make this a broader discussion, and I don't want to
8 sit here and look through charts and graphs, but the
9 issue is -- and when I became chairman, I get 75, as
10 Minyon knows better than anybody, once I have to figure
11 to make where we are as a party to get our numbers
12 where they need to be, I don't have 75 at all. I might
13 have ten picks, because I have to make up on the state
14 side for what hasn't been reflected from the states and
15 our party. And what Alvaro is saying is a very good
16 point. Our state members, as best we can, ought to
17 reflect those individuals who live in those respective
18 states, whatever, Hispanic, African American, Indian
19 American, whatever it might be. And I think that's the
20 overall point, is when we're getting these DNC state
21 members, the best goal we can to increase the diversity
22 and to show and represent your state as it truly is
23 obviously is an important point.

24 MR. CIFUENTES: That is right, Mr. Chairman.
25 And the arguments I get --

0070

1 MR. WYMAN: You have to get elected in some
2 states.

3 MR. CIFUENTES: Let's be frank, I'll tell you
4 how this runs. You've got to get elected. Well, the
5 reality is that not in every state, but in most states,
6 you get slated, s-l-a-t-e-d. You get slated.

7 MR. TORRES: Not in California.

8 MR. CIFUENTES: I think you do.

9 MR. TORRES: No, you do not.

10 MS. MARTINEZ: If I can interject, here's the
11 bottom line, just to give you an example. I heard
12 somebody say, "Well, what's the point? You have to get
13 elected." I'm here because the chairman has appointed
14 me. I'm not here because I got elected from the state
15 of Colorado. Colorado has never elected an Hispanic to
16 the DNC. Never. Polly Baca was a vice chair, but she
17 was appointed by the candidate. That's the point I'm --
18 -- the only point is, in the state of Colorado, where we
19 have over 190,000 potential voters, Hispanic voters,
20 that we have got to go out and register. If Kerry is
21 going to be elected, we have got to take them to the
22 polls, and we have to get them to the polls. We have
23 no Hispanic DNC members to help out, except me.
24 Colorado, this year, is going to change. Just one
25 minute, Alvaro. Colorado is going to change. We now

0071

1 have, after recruiting, begging, and saying, "You can
2 do this," we have a woman from Eagle County, on the
3 western slope of Colorado, running for the woman's
4 slot, and Manny Rodriguez running again. Again,
5 because he was the second vice chair of the party. He
6 has given more money to the state of Colorado and the

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Hispanic community than anybody I know, and he could not win the last time. This time, he is unopposed, I hope, because he needs to be here. He needs to be a part of this DNC. He is a party person. That's the point.

The point is, is that we have states like Colorado, we have states like Nevada -- Florida ought to be ashamed of themselves. We want Florida for Kerry, but, guess what? We're not going to get Florida for Kerry if we can't convince Latinos in Florida we want them on the DNC, as well.

So that's the point. We want to win for you. We make a difference. Latinos make a difference. But we have to have the state chairmen's help. You have to say -- go back and look at your states and say, "Yes, we have Hispanics that should be here."

MR. CIFUENTES: Let me make an assessment of the facts I've been dealing with for the past three months. And I'll be using my lawyer's hat as I go

through my due diligence and discovery phase as a corporate lawyer. That's the best way I can treat this.

As I talk to the state chairs and I go through my discovery on the issue of -- that they run and that they're elected, and they're slated, the bottom line is, when I ask what initiative in that case do you take a state chair to try to promote an Hispanic getting elected, and that those -- the answer is they're at the mercy of the gods if that's the case. If they get elected, I can say an exception. For example, I think he's a great guy. I went to Jim Peterson in Arizona. That was the first situation we had this year. I said, "Jim, we need your help." And he said -- I got elected, and he did help me get -- one out of the new -- out of the four Arizona members is a Hispanic. But up to now, overall, this is what I've been getting from some of our state chairs. Some of our state chairs. And if you want names, I'll give you names.

You guys are too lightheaded, okay? It wasn't a Republican; it was a Democrat state chair. I get arguments, "You're too poor to travel to belong to the DNC. You don't have the initiative to be elected." That's happening in this party.

CHAIRMAN MCAULIFFE: Let's move along here.

Alvaro, do me a favor, put the microphone down for a second. I would like to get some other people in the discussion. This is a full party for everybody.

MS. MOLINA: I think we all know this is a sore subject for many of us. We all want to represent the diversity of this country and the diversity of the party, and we want it reflected all the way through in every aspect of it. And, you know, affirmative action is something you work at. It just doesn't happen. And there's some people around the table that think it just happens. You have to work at it. And so the issue is, if we need plans of how we're going to work on our diversity, I think that's the issue, and let's begin with the reality of it. It's got to begin with the state chairs. It is the states we look to to put

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18 together the first delegation slate, whether it's a
19 slate or not, but basically put together, and we work
20 it. So I think the state chairs owe us a duty. And I
21 see, as someone who I know has had to work on the
22 issues of affirmative action, why not put together a
23 plan as to how you're going to outreach, not only --
24 not only to get members elected to our executive
25 committee, to the DNC, but also as delegates to our

0074

1 convention.

2 You know, the Republican Party has been very
3 smart in putting forth the faces, and we know it's
4 superficial. Their issues never reflect what we're
5 about. This party has a record, a demonstrated record,
6 of working on our issues. But, very frankly, when it
7 comes to our inner circle, it isn't the kind of
8 diversity that it should be, and we want to see the
9 state parties work at it.

10 I would like to make a motion. I don't have
11 one written down, but I would like to make a motion,
12 number, one, that I think the state parties should
13 submit a plan to our chair about how they're going to
14 work in trying to do the kind of outreach to get more
15 Latinos elected.

16 MR. TORRES: Asians, Native Americans.

17 MS. MOLINA: That would be a good thing. I
18 think they need to do the outreach. It is work; it
19 doesn't just happen. You don't trickle up there.
20 That's number one. And I would also like to see them
21 put together a plan as to how they're going to get the
22 delegate selection, as well, to be as reflective of
23 that population as possible. I know there's a plan,
24 but I'm saying the state chairs have got to put a
25 little bit of elbow grease to make that, and submit it

0075

1 to our chair.

2 And, finally, I think the state chairs need
3 to formulate a plan as to how they're going to outreach
4 to the Latino vote in their states. We -- our Latinos
5 here have to hear the complaints from time to time, and
6 we're going to go to our candidates and talk to them
7 about it, and other people in the process. But, come
8 on, we know affirmative action might be a naughty word
9 to be saying in some of our states, but, let's face it,
10 this party supports it and endorses it. We've been a
11 party that is proud of it. But let's face it, it
12 doesn't just happen, and we've got to work at it.

13 So I'm moving forward a motion, with the help
14 of our caucus chair, to ask the state parties to put
15 forth a plan to our chair as to how they're going to be
16 outreached to elect more delegates this year to the
17 DNC, how they're going to work at outreaching to get
18 more delegates to our convention, and to develop a plan
19 of how they're going to outreach to make sure that the
20 Latino vote has outreach in their respective states.

21 CHAIRMAN MCAULIFFE: I have the gavel, and I
22 would like to -- now like to ask the chair of the State
23 Chairs Association if he has some thoughts on this
24 process. Let's hear from Mark Brewer.

25 MR. BREWER: Thank you very much.

0076

1 This is an issue of great concern to the
2 state chairs, as has been pointed out today. It's also

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3 a very complicated issue for state chairs. I can just
4 give you my example in Michigan, where I have to deal
5 with all of the powers that be in the state party.
6 When you work to put this together -- and,
7 notwithstanding that, you do make progress, and you do
8 work on these issues and try to move forward and make
9 progress, not just for the Hispanic community, but for
10 all the communities that are represented in the
11 Democratic party.

12 What I was going to volunteer to do here
13 today would be here today would be to work with the
14 caucus and target those states about which you are
15 concerned, and work with those state chairs and with
16 the political constituencies in those states, because
17 that is where this has to happen so that we can have a
18 plan to move forward and increase the number of
19 Hispanic representatives on the DNC. And I'm willing
20 to do that on behalf of the Association of State Chairs
21 and work toward this, because I think that is what has
22 to be done.

23 CHAIRMAN MCAULIFFE: Chairman Torres, from
24 California?

25 MR. TORRES: I want to associate myself with

0077
1 a lot of what Ramona and Gloria and also what the chair
2 of our state association -- it is a very complex
3 problem, and the only way you're going to ultimately
4 solve it is how we solve the compositions of our
5 delegations to a convention. If it doesn't fulfil the
6 affirmative action requirements, they're not seated at
7 the convention, and that is something we're going to
8 have to consider if we're going to truly have a diverse
9 city within the DNC delegation, not the at-large, as
10 the chairman's done an incredible job on that. But if
11 we're really going to have a diversity in the
12 delegation of the DNC, then each state, by state, has
13 to be accepted or rejected based upon the same
14 standards that we use to accept or reject a delegation
15 to our national convention. And we have to be prepared
16 to do that, and that's going to take a lot of work and,
17 quite frankly, a lot of courage of this DNC executive
18 committee and this chairman to say to Florida, "You
19 have no Hispanics on your delegation at the DNC elected
20 members you won't be seated."

21 MR. ROOSEVELT: I just wanted to -- if there
22 hasn't been a second to Vice Chairman Molina's motion,
23 I would like to second it. And I want to say this is
24 not an onerous requirement on state chairs, and this is
25 a vehicle for us to go back to our state chairs -- they

0078
1 have a plan, they have the affirmative action plan that
2 they had to develop in a public process as a part of
3 the convention delegate selection process. They can
4 take that plan, adapt it for meeting the same goals,
5 the numeric goals that are in there, for their DNC
6 delegation. So there is a method to do it out there.
7 It doesn't have to detract from their efforts for John
8 Kerry. They can move forward.

9 CHAIRMAN MCAULIFFE: Linda Chavez-Thompson?

10 MS. CHAVEZ-THOMPSON: Mr. Chairman, it think
11 it goes beyond just the issue of getting more Latinos.
12 I think it goes to the different constituencies,
13 because women need to be looking at attracting more

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Latino women as a part of their delegations. Labor needs to be looking for Latinos, Asians, African Americans, whatever the landscape is, as far as who should be represented. So it isn't just state chairs, but it should also be the different constituencies that are represented within this party that should be looking deep and hard at who we promote and send as delegates from the states. So you have my commitment that organized labor will do that.

(Applause.)

MS. MADRID: Mr. Chairman, I'm a Hispanic woman. I don't represent Hispanics here. I represent

the Democratic Attorneys General. But I just spent a year traveling this country in the primary process, and I have to say that I was appalled at all the front-loaded states. Iowa, Wisconsin, New Hampshire did not represent Hispanics. We are not being represented in this election.

CHAIRMAN MCAULIFFE: That's why we changed the calendar.

MS. MADRID: I want that commission you're going to appoint to have Hispanics on it. And also, I might say, it was the same thing in the South, with blacks.

CHAIRMAN MCAULIFFE: That is why we moved up South Carolina, Arizona, and New Mexico. But we're not going to have a calendar session today. The next chairman gets to deal with that issue. I'm very proud of the calendar, because it did represent the diversity of the party, and that's why we changed it.

MR. DIXON: I have a point and a suggestion. The first, if we were to take an action in this direction, it would be a tool, a beneficial tool, to chairs, because I think, at their level, at the local level, to deal with the local politics, they need a guideline and a framework so they can say, "Look, I would love to have all you guys on the committee, but

we can't do that. It just can't happen." And as a suggestion, I think a broader motion and a substitute would be to pick up the suggestion that was made about us having -- adopting an affirmative-action plan that would be applicable to the membership of the state delegations -- I mean, the state party delegations. I don't know how to frame that in proper words, necessarily. But rather than target it at one group or another, which I think we all feel we have some concerns about, can't we apply the rules we apply to the committee that now looks at the delegations to the convention, and let's see if we can bring that down and use it to structure and make that the motion, rather than maybe more narrow? That's just a suggestion. If someone would be willing to move that.

CHAIRMAN MCAULIFFE: Lottie Shackelford, please?

MS. SHACKELFORD: Thank you, Mr. Chairman. First I want to talk about two resolutions we have before us that I think incorporate some of what has been said here. But 1984 was the first time, as it relates to delegates at the convention, that most states did not have to reach back and pull to include African Americans and Hispanics in the delegates

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25 attending the convention in San Francisco, because

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1 Reverend Jesse Jackson was running, and that was the
2 first time that happened. Most other conventions,
3 where we've had affirmative action plans -- but let's
4 be fair and candid about it -- most of the time, it's
5 the bare minimum. If your delegate selection plan says
6 two African Americans and one Hispanic, that's all
7 you're going to get there. And it was only in '84 that
8 we managed to surpass that with both African Americans
9 and Hispanics. And, as everybody has said, you have to
10 work at it. It has to be worked at.

11 Now, having said that, there are two
12 resolutions before us. One I think we all have, it's a
13 resolution in support of DNC membership, diversity, and
14 going on down to the "Be it further resolved that the
15 DNC executive committee urges states parties to help
16 implement their affirmative action goals in the
17 selection of state-elected DNC members for the 2004
18 through 2008 term." I think this resolution was a part
19 of your package. I was just reading the "Be it further
20 resolved" section of that resolution.

21 CHAIRMAN MCAULIFFE: Too many people are
22 talking. If you want to talk, go outside. Talk all
23 you want; just don't do it in here.

24 MS. SHACKELFORD: I don't know how we do this
25 in a parliamentary procedure. But then there is a

0082

1 second resolution that is also --

2 MR. TORRES: That goes to Gloria's point.

3 MS. SHACKELFORD: We probably could handle
4 them separately, I guess.

5 MS. COBB-HUNTER: I'm Gilda Cobb-Hunter, from
6 South Carolina. I want to speak to the motion on the
7 floor. I think we're missing the point this gentleman
8 made. We've got -- as Mr. Roosevelt has pointed out,
9 the issue is not a plan. A plan is in place. There is
10 a plan in place for diversity, for delegate selection.
11 As I understood, his point is simply -- we don't need
12 to reinvent the wheel. What I hear him saying, and
13 what I am so accustomed to hearing, is rhetoric, and
14 what I hear him saying is, if we want to win in
15 November, you've got to move beyond lip service.
16 That's not just in the Latino community; that's also in
17 the African American community.

18 My point is this. Separate the issue of the
19 at-large, and we all commend the chair for what he's
20 done. The issue is on elected delegates or elected
21 members to this DNC at the state level. And the chair
22 of the state made a point, the issue is leadership.
23 For those of you around the table who are state chairs,
24 some of you all are going to have to go back home and
25 say to some of your friends, "It's time to move on and

0083

1 let a person of color serve." It's just that simple.
2 I mean, you can beat around the bush all day, but it's
3 that simple.

4 The other part is, if you take the state of
5 Florida, for example, there may be no Hispanics or one
6 Latino. I'm fortunate in how many African Americans
7 are made up in that delegation, and I'm not saying this
8 to put any of you on the defensive. The point is, we
9 always preach about quotas, but we employ quotas here

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10 ourselves, and we need to just be honest about it, come
11 together, sing Kumbaya, smoke the peace pipe and all of
12 that, and get ready for November. But you need to
13 understand -- voters out there, voters of color -- and
14 I don't use the word "minority," either -- voters of
15 color who are quite fed up with the rhetoric. And for
16 those of us who believe very strongly in what this
17 party stands for, we need a little help, is what I hear
18 him saying, to go back to these respective communities
19 and say to people, "It's just not lip service, they
20 really mean it, and it's time to not only talk the
21 talk, but walk the walk. Follow the example that the
22 chair has set by his at-large appointments, and go back
23 to the states and do the politicking." Because all of
24 us around this table understand the politics in our
25 state. We know whether it's a slate, or otherwise. We

0084

1 know you've got to work the politics to get elected.
2 So go back and do that so we can win in November.

3 Thank you.

4 CHAIRMAN MCAULIFFE: Thank you.

5 And I want to say something.

6 (Applause.)

7 CHAIRMAN MCAULIFFE: I'm going to go to Mary
8 and then our esteemed secretary, but I want to welcome
9 Gilda Cobb. This is her first DNC executive committee.
10 She's from the great state of South Carolina.

11 (Applause.)

12 CHAIRMAN MCAULIFFE: And she comes out of the
13 southern region caucus and replaces Molly Beth Malcolm,
14 who I thank for her distinguished service to the party.
15 And she's moved on. So welcome, Gilda.

16 Mary?

17 MS. GWALTNEY: I'm really glad you invited
18 Patricia Madrid, from the attorneys general, to serve
19 on the executive board. I just want to say that New
20 Mexico has probably one of the highest numbers of
21 elected officials that are Hispanic. At one time in
22 the '90s, we had more than California. And we work
23 hand in hand in our state. I think it goes beyond
24 letting people serve. I think it goes beyond quotas.
25 I think it goes to the heart of the matter of the

0085

1 mentoring people and bringing them up through the
2 ranks, through the precincts, through the states,
3 because we get up here, and you guys call us and say,
4 "Carry New Mexico for Clinton or Gore or Kerry," and we
5 go to the pockets of Democrats who are concentrated.
6 And yet when we have visits from the presidential
7 candidates and the national people, we can't get them
8 to go to those places, because it's difficult
9 transportation-wise. They have to go into El Paso in
10 our state, in order to get to Sunland Park to make a
11 visit to Texas. So I'm saying until we mentor the
12 people and bring them up through the ranks -- and in
13 New Mexico, you'd better believe we will have as many
14 delegates that are Hispanic as are Anglo or as Native
15 American. We will have Native Americans because they
16 know how to get the votes. They work with us. But we
17 need to give these people a reason to be Democrats.

18 Of course, George Bush is spreading money
19 around, telling them there is no reason. And our
20 attorney general knows that.

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21 Two things I just want to recommend. And I
22 want to know -- I know you're doing it. I don't know
23 who's in the charge at the DNC -- who's in charge of
24 the absentee and early voters on the national level?

25 CHAIRMAN MCAULIFFE: I would talk to Damian

0086

1 Pritchard.

2 MS. GWALTNEY: One more thing. Who's in
3 charge of watchers and challengers in every polling
4 place in this country?

5 CHAIRMAN MCAULIFFE: I would talk to Amy and
6 Theresa, behind you.

7 MS. GWALTNEY: Those two things are
8 necessary. Thank you.

9 CHAIRMAN MCAULIFFE: Alice Germond?

10 SECRETARY GERMOND: I can remember when we
11 moved for our national conventions to become equal men
12 and women, and it wasn't pretty, and it wasn't easy.
13 And a lot of people who had been used to going to the
14 convention went, year after year after year, and,
15 quote, "women didn't -- and women didn't have the money
16 to go to the convention," and, quote, "women didn't
17 have the political expertise to be in the back rooms
18 and run campaigns." Thank you, Mary Beth Cahill, for
19 our nominee. But it was difficult.

20 And, in fairness, there have been a lot of
21 great men, mostly white, who have sat in the
22 conventions year after year, and with some great
23 candidates and wonderful Presidents, for which we're
24 all grateful for Social Security and Medicare. And our
25 thanks to those kinds of delegations.

0087

1 But we've moved forward now, and we move
2 forward using both the carrot and the stick. The
3 carrot, of course, has been -- and we've tried to work
4 on this by urging state parties -- urging not just
5 state parties, but many other groups who select and
6 elect members to our DNC, to be as inclusive as they
7 truly ought to be and to make sure that our mayor of
8 delegations, our lieutenant governors, et cetera, et
9 cetera, et cetera -- they, too, must be reflective.

10 But in order to work with the carrot,
11 sometimes you do need a stick, because it's just so
12 darn hard to say to your friends, who have been with
13 you at the table for a long time, that now the table
14 has to change. We thought about making the table
15 larger. Frankly, that's often been a way to add to our
16 diversity. But, candidly, our DNC membership is
17 already extraordinarily huge. And the whole balance
18 for delegations for our national convention, for the
19 cost of our meetings, et cetera, et cetera, made that
20 rather inoperative. And the way to do that has been
21 proportional for every state made it a thousand-member
22 DNC, which is, candidly, not a very practical body to
23 do deliberative business. It's tough enough as it is,
24 as we all know.

25 So I think Jim Roosevelt and Carol have a

0088

1 very good point. We have the basis that we use for our
2 national delegations that give us the kinds of numbers
3 at least to look for to base our membership on the DNC.
4 The problem I see are several. One, states are
5 electing their members now, and a committee, or an

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operation, that would look at every single state and figure out, when you only have four DNC members, for example, how to create the kind of balance you want and need, versus what you're doing tomorrow, may be a little difficult to do instantly.

So I think we have to work with the carrot now, form a committee that will encourage and urge and work with state parties, who, right now -- and, frankly, the Kerry Campaign and the other campaigns -- because they, too, have opportunities as you elect national committee members. The state conventions or the state delegations in some states have a lot of ability to make that better. So I think we need a committee to work with that now, and then a longer-term plan that perhaps the rules and bylaws committee can be charged with. Then work with all of the different states to come up with their goals for their delegations for the DNC.

MR. TORRES: That's what we do for our convention.

CHAIRMAN MCAULIFFE: Keith Umemoto?

MR. UMEMOTO: As one of only three Asian DNC members elected in the continental U.S., I understand exactly what's being discussed at this time, and I'm confident, with recruitment -- again, Asians involved, Asians participating -- whether it's giving money working precincts, getting Asians involved in the Young Democrats and different avenues of the party structure, this is important. And "affirmative action," to me, is not a dirty word. It is the word -- what we're talking about is a policy in this country, in our respective states that has to reflect every single one of them. It makes us better, stronger, more effective, and, most importantly, it is this country. For the party to take this type of initiative, it is critical, because it is the base vote we're talking about. Every single one of our base-vote arenas is what's going to lead us to victory. Depending upon how effective we are or -- I won't speak the other word, because that's not going to happen in November, because we're going to work together to gain that victory, 5104.

And in light of that, the last DNC meeting, we had a representative saying -- legitimizing putting Japanese Americans in camps. I know what it is like to be discriminated against. My parents and grandparents

were in camp, and I never knew my grandmother because she died in camp. And so, in light of this, we need to move forward, we need to be aggressive in an affirmative action, what Gilda said, what James says, it's going forward. Let's move forward. Let's be aggressive about it. Let's get diversity. Women, gay, lesbian, American Indians, Latinos, African Americans. That is our road and our ticket to victory. Just like what we were saying about carrying the poor white baby, and how it made a difference in terms of the poverty program in the United States, let's move forward and win in November.

MR. LAMERE: Mr. Chairman, if I could, it was just a few short years ago that I had the privilege of attending, as a guest, a member of the Democratic National Committee meeting here in Washington. At that

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17 point in time, I looked around, and though I had seen a
18 lot of people who were my complexion, I did not see a
19 lot of people who came from my experience on the
20 isolated Indian reservations across this country. And
21 that was just a very few short years ago, no membership
22 of Native people on this very esteemed body.

23 People came forward -- one of them, my good
24 friend, Dennis Langley, who provided, for all of us, a
25 wake-up call about the need to be inclusive, about the

0091

1 need to give opportunities to Native people. And
2 everybody at the DNC heard that and acted upon it
3 however they could. Some very dramatically, some very
4 quietly, some very loudly, and some doing things the
5 way they do things, very humbly, in their home states.

6 I want to point out to you that I was made
7 aware of the fact that my good friend, Paul Barron,
8 from Washington, told me yesterday that they now have a
9 member of the Yakima Nation who is going to represent,
10 on this body at the DNC, the state of Washington. Bob
11 Ream, a director, I worked with quiet persuasion with
12 him for a number of years, telling him if we want to
13 win in Montana, we've got to have a delegation, a
14 representative delegation that looks like the people of
15 Montana. And Honorable Carol Juneau now is our new
16 vice chair.

17 What we have done -- and I'll simply frame it
18 this way, Mr. Chairman -- we have heard again today a
19 wake-up call. And you, to my mind, have acted in the
20 best interest of the party and the best interest of
21 Democrats, because you generally have always heeded
22 those wake-up calls.

23 Madam Secretary has mentioned the urgency of
24 the matter. I fully agree, because anything other than
25 looking at this as urgent simply begs the question.

0092

1 And for generations with regards to Native people on
2 this body to many of us good people beg the question
3 because we were not here for the wake-up call. So I am
4 just, however we wish to do that, urging action very
5 quickly if we want to impact what's going to happen
6 this summer and into November. And my good friend, I
7 appreciate the wake-up call.

8 CHAIRMAN MCAULIFFE: Tina?

9 MS. ABBOTT: This is not a simple task, but
10 it is truly a real task. When you look at this table,
11 this table does not reflect what America really is.
12 You don't see any Arab Americans sitting here.

13 CHAIRMAN MCAULIFFE: Excuse me, Jim is pretty
14 big. He takes up a lot of oxygen.

15 (Laughter.)

16 MS. ABBOTT: The table is going to grow,
17 because the party is going to grow. If you want to
18 include the people, you have to spread the table out.
19 And I think you, Mr. Chairman, have been pretty up
20 front about the issues, to look at what the rules are.
21 Keep expanding the table until everyone is represented.

22 CHAIRMAN MCAULIFFE: What you don't want to
23 have to do is expand the chairman's 75 at-large
24 members, because the pressure needs to go the states to
25 do what they should do to reflect what our party is all

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1 about.

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(Applause.)

CHAIRMAN MCAULIFFE: Ultimately, let's be honest, this is about winning elections, and we need people in the states out hustling for us. And you can't hustle for us if you don't have people in the communities talking to them that feel a part of the process. I can appoint 10,000, but it ain't gonna do what we need to do. The Florida example is the most shocking thing to me. You know, one of the greatest things that came out of the 2000 election in the state of Florida was that the Puerto Rican community really won Orange County. For the first time in the history of our party, we won Orange County. How do we reward those people who really made history for us? I agree with you, it's up to the states to do that.

MS. GATES: Mr. Chairman, you're a hundred-percent correct. I really want to applaud Alvaro for bringing this to our attention. I think he just hit the nail right on the head. It's a sad state of affairs when we're sitting here, as a Democratic Party, talking about an issue that should just be part of the record. There should not be any question about that. And so it really saddens me that we're here talking about this.

The other point that I think is very important is, we, at these states, don't understand the importance and the magnitude of the problem that exists. We are going to lose in November. You can no longer take Hispanics or African Americans or any people of color's vote for granted. I'm telling you, I'm an elected official, I hear it at home. We are not going to come out and vote unless we are included. And inclusion right here at this table is important and key.

And so we can talk about a committee, we can say, "Let's study it," but there is nothing to study. It requires the direction of whoever the chair of the state parties are to say we have to do it. If we do not do it, then we are going to lose in November. Because I can tell you right now, African Americans -- and I'm sure Latinos are right along with me -- our vote will not be taken for granted. We are important to this party. We will come out to vote if people realize that we are a major component of this party. And if it is not, then you will be in trouble, come November.

DR. ZOGBY: I just want to make an observation. I thank you for your concern. It's two observations on two very different subjects. First,

about Arab Americans. And I want to just acknowledge Mark Brewer. And we're working with the Michigan Democratic Party, my community, in creating opportunities for them to serve both on the executive committee of the party and the slate of delegates. He's been extraordinary and very helpful to us in the state of Michigan. That's a state chair who actually takes seriously reaching out to the diverse communities in the state.

I'm not here because of my pretty brown eyes; I'm here because of Terry and other chairs before have recognized that this is a community that's been under-

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served, and the issue of discrimination that we've been suffering from for many years, Terry and others, just in the last couple of months, taking on leaders in the other party, which has been extraordinarily bigoted comments they've made. But I thank you for that.

And I want to make a different set of comments about ethnic Americans, the broad range of ethnic Americans. Because while we're paying attention, and have to pay attention, and must pay attention to the Latino, and the African American, and the gay and lesbian, and the women's, et cetera, let's not forget that in many of the key battleground states people who are self-identified and organized as

coalition and Lithuanian and Estonian -- I mean, white is not just white. White is very complex in this country. And if people are organized in those communities -- Irish and Italian -- who strongly identify -- and we have not done a real good, I must tell you, of paying attention to those communities.

We have had candidates who have had the opportunity to have a message that would reach out to immigrants and the children of immigrant Americans. We've not paid attention to them. We have a great opportunity with John Kerry and Theresa right now to do that. We have got to focus on them.

Marty Dunleavy is here somewhere, and we've put together this ethnic group which Terry has been supportive of. I'm saying don't fail to pay attention to the fact that you've got to take a look at folks who are Italians, self-identified Italian, and self-identified Irish, and Central and Eastern European, because those are groups that -- if we don't have them, that some of the Reagan Democrats are actually that crowd. We've got to take a look at how to win them back.

Thanks.

CHAIRMAN MCAULIFFE: Lottie?

MS. SHACKELFORD: Thank you, Mr. Chairman.

I want to re-emphasize that I am still pushing these two resolutions that have been offered, and that they are not in conflict. Neither are they contra to anything that has been said. I support what Gloria has said. But in our charter, there is already a provision there whereby any state that is in non-compliance with the rules that says, in Section 3, Article 8, on full participation, that all groups of the Democratic electorate should be represented, and the program shall include specific goals and timetables to achieve this purpose.

What I am saying is, if there is any state now that is in non-compliance -- if Florida is in non-compliance because that state party does not represent the Democratic voting electorate, it could be challenged right now. So we didn't need that, but it's here. And that's why I was offering -- and others have looked at this, and two resolutions. And, Alvaro, you're on the resolution.

MR. CIFUENTES: I have not presented that resolution.

MS. SHACKELFORD: You're on this resolution for the convention.

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24 MR. CIFUENTES: I already told your staff it
25 is without my consent, without my approval. I haven't

0098
1 drafted it. You're picking something that I have no
2 part of.

3 MS. SHACKELFORD: These resolutions were
4 reaffirming.

5 MR. CIFUENTES: I already told your staff
6 this is not something I'm bringing up.

7 CHAIRMAN MCAULIFFE: Okay.

8 MS. HONOLD: Mr. Chairman, there's a motion
9 on the table. Where are we going to go with that?

10 CHAIRMAN MCAULIFFE: Madam Secretary?

11 SECRETARY GERMOND: Mr. Chairman, members of
12 the committee, I have been attempting to draft some
13 substitute language for the last two "be it resolved's"
14 in the resolution in support of membership diversity,
15 which may address some of the issues we've raised
16 today. I'll just go to -- cut to the chase here.

17 The "That, therefore, be it resolved, that we
18 remind all members that it is" -- the second part, "Be
19 it resolved, That the chairman of the DNC create a
20 committee to assist state parties and state
21 organizations to implement their affirmative action
22 goals in the selection of state-elected DNC members for
23 the 2004 to 2008 term; and, Be it further resolved,
24 That the rules and bylaws committee develop a plan for
25 state diversity goals to be acted upon for future DNC

0099
1 state delegations and organization delegations for all
2 DNC members for the future."

3 CHAIRMAN MCAULIFFE: We have a motion on the
4 floor. I would like the rules committee chairman, if I
5 could -- let's not all talk at one time. We're all
6 going to get through the "resolved" and beat George
7 Bush.

8 Obviously, the goals we have here, we would
9 like, obviously, to put as much pressure as we could.
10 I would like to have the state parties, when they have
11 these selections, to have their delegations represent
12 their states. I think everyone in this room -- and,
13 Mark Brewer, you're in charge of the state chairs --
14 but, Michael, as chairman of this party -- is to put as
15 much teeth and as far as we can push it. I am a strong
16 believer that the state parties ought to represent who
17 lives in those states -- the ultimate goal, this is
18 about winning elections. I have no idea what we can or
19 cannot do, and I would ask the rules committee if they
20 could explain to me what our executive committee --
21 what we want to propose.

22 CIFUENTES: Can I make a proposal?

23 MS. MOLINA: Point of order. I put a motion
24 on the table, and I think it has been diluted, and I
25 just want -- I think it should be respected as a

0100
1 motion. It was seconded.

2 CHAIRMAN MCAULIFFE: Can you repeat it?

3 MS. MOLINA: The simplicity of -- I said we
4 need to work at affirmative action, and I asked -- and
5 I know there are plans on the delegation. That was
6 argued on the delegation decades ago. The issue is for
7 state chairs to put a little bit of elbow grease and
8 develop a plan for outreach of electing -- I mean, I'm

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9 not asking for a status quo. You need to put together
10 an effort of how you are going to do outreach and
11 recruit. I said Latinos. I welcome all the various
12 diverse groups. But, for the most part of how you're
13 going to put that together, how you're going to do it
14 for the delegates, as well, and how you're going to get
15 the vote out, how you're going to put together and do
16 the outreach for the Latinos folks. That's the
17 simplicity of what I made.

18 Again, you can dilute it by talking about
19 everything else. But let's -- folks, I'm trying to be
20 as simple as I can, as clear as I can, in a very united
21 fashion. I think the state chairs owe that duty to
22 this executive committee through our chair. I don't
23 think it violates anything. We're not asking for
24 quotas or a change of what's going on. We want them to
25 put some effort.

0101
1 I, personally, would like to talk some about
2 the state chairs, of how they do it. But we have a
3 caucus chair that can check with him as to some of the
4 things that are going on.

5 We want to win this. We need to win it. We
6 need to win it together. But, let me tell you, I don't
7 come to this table without having heard the concerns
8 out there. And we can dilute it all you want and put
9 it within the framework of some committee. I'm asking
10 the state chairs to put some due diligence and put some
11 effort together and bring it here, and let's put some
12 work into it. And that was the simplicity of my
13 motion.

14 CHAIRMAN MCAULIFFE: The only change I would
15 have, Gloria, is, I don't want to mix it what their
16 get-out-the-vote plans are, because I think it dilutes.
17 I think we ought to have a resolution come out of this
18 committee to stay focused on how the DNC membership in
19 their states represent their states, just because you
20 can get off on plans, and that will take them forever.

21 Alvaro?

22 MR. CIFUENTES: Look, I have a proposal. Can
23 I explain something? As a lawyer, I've been talking to
24 the DNC lawyers on this for a long time. If you want
25 to, I can run you through the legal framework under

0102
1 which this DNC has a tax exemption from the IRS, and
2 what it requires and doesn't require. And I can go
3 through the legal aspects of it if you want to.

4 It's there. Our charter already provides --
5 when you combine with Article 2 and Article 8, that
6 state members, as well as the DNC, slates that go in
7 the delegate selection plan which are subject to the
8 same rules of goals, proposals, affirmative action,
9 diversity, it's all there. That's not the issue.

10 The issue is that it is not being implemented
11 by the state parties and the state chairs, because they
12 have an embedded system of patronage, which is locally
13 produced. And they are there until they die or until
14 they are removed. And that's the way it is.

15 We already have the mechanism. My idea is,
16 it's now, because otherwise we're waiting until 2008.
17 If you want to wait til 2008, see what happens in 2008.
18 My idea is that we have enforcement committee -- an
19 enforcement committee to really take care of business.

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20 I have names in mind, I have people that I think are
21 enforcers. I have Minyon Moore. I have Donna Brazile.
22 I have Don Fowler. I have Roberto Ramirez. I have
23 guys that I know will take no shit from anyone, and
24 will deal with this subject accordingly. You want to
25 be -- pass a resolution to name a committee to do

0103

1 whatever? Wonderful. It gets nowhere. It gets
2 nowhere. And in Michigan, let me tell you something --
3 CHAIRMAN MCAULIFFE: Wait a minute. We have
4 a motion on the floor. I am sorry. I have John Kerry,
5 who has now called me five times in the last 15
6 minutes, and needs to urgently talk to me. I'm going
7 to go upstairs, and I'm going to turn the gavel over,
8 but I don't want to leave in the middle of this
9 discussion.

10 We have a motion on the floor, Mr. Chairman.
11 would you like to add something?

12 MR. ROOSEVELT: Yes. We have a charter and
13 bylaws in place that we can amend here -- that we can't
14 amend here at this meeting. What we can do is send a
15 message to the state chairs. Why don't -- the reason I
16 mentioned what's in the delegate selection requirements
17 for affirmative action is that's a framework that the
18 state chairs can then use. It's ready-made. I'm not
19 saying that is the answer. The answer is the message
20 that this committee can send to the state chairs. That
21 is what I see the motion that I seconded that our vice
22 chair made doing, sending a message to the state
23 chairs. It's your job to get this done. These
24 selections are happening right now, between now and
25 June, roughly. How can the state committees and state

0104

1 convention -- so this resolution, I see, is a message
2 to the state chairs to accomplish exactly what you want
3 to accomplish.

4 Alvaro?

5 MR. CIFUENTES: I've talked to them.

6 CHAIRMAN MCAULIFFE: We're calling the
7 question. We have a motion on the floor. Do we have a
8 second?

9 MR. ROOSEVELT: I second.

10 CHAIRMAN MCAULIFFE: Let's take a vote. All
11 those in favor of the motion that is on the floor,
12 please raise your hand or signify by saying aye.

13 (A show of hands.)

14 MS. SHACKELFORD: This is only applying to
15 Latinos?

16 CHAIRMAN MCAULIFFE: No, it's not.

17 (Laughter.)

18 CHAIRMAN MCAULIFFE: All those opposed?

19 (A show of hands.)

20 CHAIRMAN MCAULIFFE: The motion passed.

21 And I do have to -- I do want to leave this
22 on a very positive note. And I want to, once again,
23 thank the people in this room for the last three years.
24 This is a new party. It is not your grandfather's
25 party anymore. We have tremendous, tremendous tools

0105

1 here now. You all in this room deserve a tremendous
2 amount of credit. We have 221 days to go.

3 Everyone please be quiet. If you want to
4 talk, go outside.

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MR. CIFUENTES: I just want to know what you decided.

CHAIRMAN MCAULIFFE: He'll give you the vote after -- they'll give you the roll call. We have 221 days to go. There's a passion on the other side. We have got to be fired up for this. If we don't win this White House, everybody in the room knows the stakes. We all know what's on the table. This is the future of our country.

We have done -- your DNC has put this party in the best shape it's ever been in the history of our party. That's the first stage. We have a nominee. But really it is the next 221 days as we go forward. Let us leave here pumped up, unified, energized. Let's take what we have here -- and I'm asking you state party chairs, you've got to go home, we've got to make this party reflect who we are and what you have in your states. And when we come together and we are unified, ladies and gentlemen, we're going to beat George Bush for the second time in a row.

Thank you.

(Applause.)

MS. SHACKELFORD (presiding): I recognize Yvonne Gates.

MS. GATES: Madam Vice Chair, there's a resolution everyone received that was approved by the DNC rules and bylaws committee and was also sponsored by a number of us. Alvaro, you indicated that you didn't sponsor it, but I have an e-mail that says contrary to that.

MR. CIFUENTES: Oh, no, that one, I do.

MS. GATES: Madam Chairman, in 1964 the Democratic National Convention did not allow Annie Lou Hamer, who was a leader in the Mississippi Democratic Freedom Party, not to be seated, not to be seated at the table at the convention. And I know that we have moved far beyond 1964, and we're in a new time and day.

I'm asking, as a motion, that we approve the resolution supporting the National Democratic Committee delegate for diversity, and the last line of the resolution says, "Be it resolved, That the DNC executive committee urges the state party leadership and all of the candidates for President -- delegates to adhere to the principles of the opportunity to -- as stated in the rules, that we have inclusion in this party at the convention." So I'm putting forth a

motion that we do just that.

In addition to that, Madam Chairman, I want to say -- and I said it earlier -- it is so critical that not only do we do this in terms of the delegate selection process and diversity at the convention, but it is very critical that we also make sure that all of the campaigns, especially the campaigns, for all candidates be reflective of the community. And we're going to win back the White House, take over the Senate and the Congress, and also win a number of local elected officials positions. We have to be inclusive. As an African American and the chair of the DNC Black Caucus, it is important that we be inclusive not only to African Americans, Latinos, women, but all people of color, and it is very, very critical.

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16 So I put forth this motion to adopt this
17 resolution.

18 MR. UMEMOTO: Second.

19 MS. SHACKELFORD: It's been moved and
20 properly seconded we adopt this resolution that is
21 speaking to the diversity for national convention
22 delegates for all.

23 MR. UMEMOTO: Can I be added on as a sponsor?

24 MS. SHACKELFORD: Anybody who wants to be
25 added as a sponsor, check with the secretary's office.

0108
1 MS. MARCHIORO: I would hope that everyone
2 realizes in the state of Washington, we've always
3 exceeded our goals. We consider those as goals and not
4 the ceiling. That is what I would like to add, that
5 when goals are met, that's one thing. When we exceed
6 our goals, that goes to the spirit of what we've done
7 here today.

8 MS. SHACKELFORD: That's one of the reasons I
9 mentioned it. Only in 1984 have those goals been
10 exceeded. Excuse me, in other areas, not only in '84.

11 VOICE: Call the question.

12 MS. SHACKELFORD: You've heard the question.
13 Are you ready to vote?

14 (A chorus of ayes.)

15 MS. SHACKELFORD: The nays?

16 (No response.)

17 MS. SHACKELFORD: Motion approved.

18 Now we would move to announcements.

19 Madam Secretary?

20 SECRETARY GERMOND: We have one other
21 resolution. Millie Jeffrey was a great, wonderful
22 friend of all of ours, as many of you know, and there's
23 a resolution honoring her.

24 MR. ALARI: I'll second it.

25 MS. WYMAN: There might not have even been a
0109
1 women's movement without Millie. She was one of the
2 great women, and she certainly will be missed.
3 MS. SHACKELFORD: It's been moved and
4 seconded. We adopt this resolution honoring the life
5 and career of Mildred Millie Jeffrey. All in favor,
6 please say aye.

7 (A chorus of ayes.)

8 MS. SHACKELFORD: Opposed?

9 (No response.)

10 MS. SHACKELFORD: The motions carries.
11 We have one other resolution. Would someone
12 move this resolution? This is a resolution on
13 Democratic Party unity, and I think you all have that
14 before you. It's been moved by Amy Johnson, seconded
15 by Congresswoman Eddie Bernice Johnson. All in favor?

16 (A chorus of ayes.)

17 MS. SHACKELFORD: Opposed?

18 (No response.)

19 MS. SHACKELFORD: The motion carries.

20 Any other business? Any other motions out
21 there?

22 VOICE: I would like to say, for all of you
23 who knew Millie, there's a beautiful article in today's
24 -- obituary in today's Washington Post.

25 VOICE: I move we adjourn.

0110

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MS. SHACKELFORD: We have announcements

first.

SECRETARY GERMOND: A couple of announcements. Our next meeting will be June 25th through 27th. That is the walk-through along with the state chairs up in Boston. We have our executive committee meeting, as well. Our next full DNC meeting is July 30th.

I would like to take one moment to thank the staff, who not only made this meeting possible, but for the last two and a half days, and the flow and the wonderful unity events that we all enjoyed. I think this is an important meeting that we had, a real opportunity to showcase our party. And they really truly deserve a tremendous round of applause.

(Applause.)

MS. SHACKELFORD: Give us another 30 seconds.

MS. WHITE: I have two things to say. In addition to the resolution we just passed on Millie Jeffrey, we can honor Millie Jeffrey by coming to Washington on April 25th, the march for women's launch. If any of you are planning to attend, I hope you will do so, the DNC women's vote center and leadership forum will be hosting a hospitality room here. We will get information to you. We urge you to come and honor

Millie Jeffrey.

The second thing is more fun, and is totally fun. If any of you are interested in going to Crossfire today, we have tickets for Crossfire. You have to be there at 4:00 o'clock. You have to be there before 4:00 o'clock. We have 20 tickets. They're for anybody who wants to take them. You should be there between 3:30 and 4:00. The show is at 4:30, and it's a lot of fun. If you would like to go, please let me know, and we'll just make sure that you can do so.

And now for the caucus chairs and the staff, we're having a meeting in the training room across the hall to talk about the convention and the caucus activities.

MS. SHACKELFORD: Thank you. The meeting is adjourned.

(Whereupon, at 12:40 p.m., the meeting was adjourned.)

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THE CHARTER & THE BYLAWS

**OF THE DEMOCRATIC PARTY
OF THE UNITED STATES**

As Amended by
The Democratic National Committee
January 19, 2002

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CHARTER OF THE DEMOCRATIC PARTY OF THE UNITED STATES

PREAMBLE

We, the Democrats of the United States of America, united in common purpose, hereby rededicate ourselves to the principles which have historically sustained our Party. Recognizing that the vitality of the Nation's political institutions has been the foundation of its enduring strength, we acknowledge that a political party which wishes to lead must listen to those it would lead, a party which asks for the people's trust must prove that it trusts the people and a party which hopes to call forth the best the Nation can achieve must embody the best of the Nation's heritage and traditions.

What we seek for our Nation, we hope for all people: individual freedom in the framework of a just society, political freedom in the framework of meaningful participation by all citizens. Bound by the United States Constitution, aware that a party must be responsive to be worthy of responsibility, we pledge ourselves to open, honest endeavor and to the conduct of public affairs in a manner worthy of a society of free people.

Under God, and for these ends and upon these principles, we do establish and adopt this Charter of the Democratic Party of the United States of America.

ARTICLE ONE

The Democratic Party of the United States of America

The Democratic Party of the United States of America shall:

Section 1. Nominate and assist in the election of Democratic candidates for the offices of President and Vice President of the United States;

Section 2. Adopt and promote statements of policy;

Section 3. Assist state and local Democratic Party organizations in the election of their candidates and the education of their voters;

Section 4. Establish standards and rules of procedure to afford all members of the Democratic Party full, timely and equal opportunities to participate in decisions concerning the selection of candidates, the formulation of policy, and the conduct of other Party affairs, without prejudice on the basis of sex, race, age (if of voting age), color, creed, national origin, religion, economic status, sexual orientation, ethnic identity or physical disability, and further, to promote fair campaign practices and the fair adjudication of disputes. Accordingly, the scheduling of Democratic Party affairs at all levels shall consider the presence of any religious minorities of significant numbers of concentration whose level of participation would be affected;

Section 5. Raise and disburse monies needed for the successful operation of the Democratic Party;

Section 6. Work with Democratic public officials at all levels to achieve the objectives of the Democratic Party; and

Section 7. Encourage and support codes of political ethics that embody substantive rules of ethical guidance for public officials and employees in federal, state and local governments, to assure that public officials shall at all times conduct themselves in a manner that reflects creditably upon the office they serve,

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shall not use their office to gain special privileges and benefits and shall refrain from acting in their official capacities when their independence of judgement would be adversely affected by personal interest or duties.

ARTICLE TWO **National Convention**

Section 1. The Democratic Party shall assemble in National Convention in each year in which an election for office of President of the United States is held.

Section 2. The National Convention shall be the highest authority of the Democratic Party, subject to the provisions of this Charter. The National Convention shall recognize the state and other Parties entitled to participate in the conduct of the national affairs of the Democratic Party, including its conventions, conferences and committees. State Party rules or state laws relating to the election of delegates to the National Convention shall be observed unless in conflict with this Charter and other provisions adopted pursuant to authority of the Charter, including the resolutions or other actions of the National Convention. In the event of such conflict with state laws, state Parties shall be required to take provable positive steps to bring such laws into conformity and to carry out such other measures as may be required by the National Convention or the Democratic National Committee.

Section 3. The National Convention shall nominate a candidate for the office of President of the United States, nominate a candidate for the office of Vice President of the United States, adopt a platform and act upon such other matters as it deems appropriate.

Section 4. The National Convention shall be composed of delegates equally divided between men and women. The delegates shall be chosen through processes which:

- (a) assure all Democratic voters full, timely and equal opportunity to participate and include affirmative action programs toward that end,
- (b) assure that delegations fairly reflect the division of preferences expressed by those who participate in the Presidential nominating process,
- (c) exclude the use of the unit rule at any level,
- (d) do not deny participation for failure to pay a cost, fee or poll tax,
- (e) restrict participation to Democrats only, and
- (f) except with respect to persons referred to in Section 5(b) of this Article, begin within the calendar year of the Convention provided, however, that fairly apportioned and openly selected state Party Committees, elected no earlier than the date of the previous presidential election, shall not be precluded from selecting such portion of their respective state delegations, according to the standards provided in this Charter and the Bylaws and the Delegate Selection Rules, as may be specifically authorized by the Democratic National Committee in the Call to the Convention,
- (g) prohibit unpledged and uncommitted delegates, except delegates or alternates expressing an uncommitted preference shall be permitted to be elected at the district level, in which event, if such preference meets the applicable threshold and qualifies for at-large or similar delegates or alternates, such at-large or similar delegates or alternates shall be allocated to that uncommitted preference as if it were a presidential candidate,
- (h) notwithstanding any provision to the contrary in this Section:
 - (i) provide for all of the members of the Democratic National Committee to serve as unpledged delegates,
 - (ii) provide for each state, territory or commonwealth to select a number of unpledged delegates equal to one (1) such delegate for every four (4) votes on the Democratic National Committee

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from that state, territory or commonwealth, pursuant to Article Three, Section 2(a) and 2(b) of the Charter, and

- (iii) permit unpledged delegates consisting of:
- 1) the President and Vice President of the United States, if Democrats,
 - 2) the Democratic members of the United States Senate and the Democratic members of the House of Representatives,
 - 3) the Democratic Governors,
 - 4) former Democratic Presidents and Vice Presidents of the United States,
 - 5) former Democratic Majority and Minority Leaders of the United States Senate,
 - 6) former Democratic Speakers and Minority Leaders of the United States House of Representatives,
 - 7) former Chairs of the Democratic National Committee,
 - 8) such delegates shall not be permitted to have alternates and such delegates shall constitute an exception to Subsection (b) of this Section 4.

Section 5. The delegate vote allocable to each state shall be determined as provided in the Bylaws, consistent with the formula:

- (a) giving equal weight to population, which may be measured by electoral vote, and to the Democratic vote in elections for office of the President; and
- (b) which shall also provide additional delegate positions to members of the Democratic National Committee; and
- (c) which may also provide additional delegate positions to Democratic elected public officials specifically designated by the Democratic National Committee in the Call to the Convention, subject to the provisions of Section 4.

ARTICLE THREE

Democratic National Committee

Section 1. The Democratic National Committee shall have general responsibility for the affairs of the Democratic Party between National Conventions, subject to the provisions of this Charter and to the resolutions or other actions of the National Convention. This responsibility shall include:

- (a) issuing the Call to the National Convention;
- (b) conducting the Party's Presidential campaign;
- (c) filling vacancies in the nominations for the office of President and Vice President;
- (d) formulating and disseminating statements of Party policy;
- (e) providing for the election or appointment of a Chairperson, five Vice Chairpersons, three of whom shall be of the opposite sex of the Chairperson, one of whom shall be the President of the Association of State Democratic Chairs and one of whom shall be the Vice Chairperson for Voter Registration and Participation, a Treasurer, a Secretary, a National Finance Chair and other appropriate officers of the National Committee and for the filling of vacancies; and
- (f) all other actions necessary or appropriate in order to carry out the provisions of this Charter and the objectives of the Democratic Party.

Section 2. The Democratic National Committee shall be composed of:

- (a) the Chairperson and the highest ranking officer of the opposite sex of each recognized state Democratic Party;
- (b) two hundred additional members apportioned to the states on the basis set forth in Article Two, Section 5(a) of the Charter, consistent with the full participation goals of Sections 3 and 4 of Article Eight of the Charter; provided that each state shall have at least two such additional members;

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(c) the Chairperson of the Democratic Governors' Association and two additional governors, of whom, to the extent possible, at least one shall be of the opposite sex of the Chairperson, as selected by the Association;

(d) the Democratic Leader in the United States Senate and the Democratic Leader in the United States House of Representatives and one additional member of each body, who, to the extent possible, shall be of the opposite sex of, and appointed by, the respective leaders;

(e) the Chairperson, the five Vice Chairpersons, the National Finance Chair, the Treasurer, and the Secretary of the DNC;

(f) the Chairperson of the National Conference of Democratic Mayors and two additional mayors, at least one of whom shall be of the opposite sex of the Chairperson, as selected by the Conference;

(g) the President of the Young Democrats of America and two additional members, at least one of whom shall be of the opposite sex as the President, as selected by the organization biennially in convention assembled;

(h) the Chairperson of the Democratic County Officials and two additional county officials, at least one of whom shall be of the opposite sex as the Chairperson, as selected by the organization;

(i) the Chairperson of the Democratic Legislative Campaign Committee and two additional state legislators, at least one of whom shall be of the opposite sex as the Chairperson, as selected by the Committee;

(j) the Chairperson of the National Democratic Municipal Officials Conference and two additional municipal officials, at least one of whom shall be of the opposite sex as the Chairperson, as selected by the Conference;

(k) the President of the National Federation of Democratic Women and two additional members selected by the Federation;

(l) the President of the College Democrats of America and the Vice President, who shall be of the opposite sex, as elected by the organization annually;

(m) the Chairperson of the National Association of Democratic State Treasurers and the Vice Chair who shall be of the opposite sex, as selected by the Association;

(n) the Chairperson of the National Association of Democratic Lieutenant Governors and the Vice Chair who shall be of the opposite sex, as selected by the Association;

(o) the Chairperson of the Democratic Association of Secretaries of State and the Vice Chair who shall be of the opposite sex, as selected by the Association;

(p) additional members as provided in Article Nine of this Charter. No more than seventy-five additional members of the Democratic National Committee may be added by the foregoing members.

Section 3. Members of the Democratic National Committee apportioned to the states and those provided for in Article Eleven who are not otherwise members by virtue of Party office, shall be selected by each state Democratic Party in accordance with standards as to participation established in the Bylaws of the Democratic Party for terms commencing on the day the National Convention adjourns and terminating on the day the next Convention adjourns. Such members shall be selected during the calendar year in which a National Convention is held, through processes which assure full, timely and equal opportunity to participate. Vacancies shall be filled by the state party as provided in the Bylaws. The members of the National Committee from each state shall be divided as equally as practicable between committeemen and committeewomen. Members of the Democratic National Committee who serve by virtue of holding public or Party office shall serve on the Committee only during their terms in such office. Members of the Democratic National Committee added by the other members shall serve a term that runs coterminously with the Chairperson of the Democratic National Committee, through the election of the new Chairperson, and until their successors are chosen; members in this category shall have the right to vote for the new Chairperson. Members of the Democratic National Committee who serve by virtue of holding state Party office shall be selected by such parties in accordance with standards as to participation established in Bylaws.

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Section 4. The Bylaws may provide for removal of members of the Democratic National Committee for cause by a two-thirds vote of the National Committee and may also require continued residence in the jurisdiction represented by the member and affirmative support for the Democratic Presidential and Vice Presidential nominees as a condition of continued membership thereon. The Bylaws may further provide for a minimum level of attendance at National Committee meetings for Democratic National Committee members. The Bylaws may establish that any member of the Democratic National Committee who misses three consecutive meetings of the Democratic National Committee has failed to meet the minimum level of attendance and is deemed to have resigned from the Democratic National Committee.

Section 5. The Democratic National Committee shall meet at least once each year. Meetings shall be called by the Chairperson, by the Executive Committee of the Democratic National Committee, or by written request of no fewer than one-fourth of the members of the Democratic National Committee.

ARTICLE FOUR **Executive Committee**

Section 1. There shall be an Executive Committee of the Democratic National Committee, which shall be responsible for the conduct of the affairs of the Democratic Party subject to this Charter, the National Convention and the Democratic National Committee.

Section 2. The Executive Committee shall be elected by and serve at the pleasure of the members of the Democratic National Committee. The size, composition and term of office shall be determined by the Democratic National Committee, provided that, the number of members elected by the regional caucuses of members of the Democratic National Committee shall be no fewer than twenty-three less than the number selected by other means.

Section 3. The Executive Committee shall meet at least four times each year. Meetings shall be called by the Chairperson or by written request of no fewer than one-fourth of its members. The Executive Committee shall keep a record of its proceedings which shall be available to the public.

ARTICLE FIVE **National Chairperson**

Section 1. The National Chairperson of the Democratic Party shall carry out the programs and policies of the National Convention and the Democratic National Committee.

Section 2. The National Chairperson, the five Vice Chairpersons, the National Finance Chair, the Treasurer, and the Secretary, shall be elected:

- (a) at a meeting of the Democratic National Committee held after the succeeding presidential election and prior to March 1 next, and,
- (b) whenever a vacancy occurs. The National Chairperson shall be elected and may be removed by a majority vote of the Democratic National Committee, and each term shall expire upon the election for the following term.

Section 3. The National Chairperson shall preside over meetings of the Democratic National Committee and of the Executive Committee. In the event of a vacancy in the office of the National Chairperson, the designated Vice Chair as provided for in Article Two, Section 12(b) of the Bylaws, or the next highest ranking officer of the National Committee present at the meeting shall preside.

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Section 4. The National Chairperson shall serve full time and shall receive such compensation as may be determined by agreement between the Chairperson and the Democratic National Committee. In the conduct and management of the affairs and procedures of the Democratic National Committee, particularly as they apply to the preparation and conduct of the Presidential nomination process, the Chairperson shall exercise impartiality and evenhandedness as between the Presidential candidates and campaigns. The Chairperson shall be responsible for ensuring that the national officers and staff of the Democratic National Committee maintain impartiality and evenhandedness during the Democratic Party Presidential nominating process.

ARTICLE SIX **Party Conference**

The Democratic Party may hold a National Party Conference between National Conventions. The nature, agenda, composition, time and place of the Party Conference shall be determined by the Democratic National Committee.

ARTICLE SEVEN **National Finance Organizations**

Section 1. The Democratic National Committee shall establish National Finance Organizations which shall have general responsibility for the finances of the Democratic Party. These National Finance Organizations shall raise funds to support the Democratic Party and shall advise and assist state Democratic Parties and candidates in securing funds for their purposes.

Section 2. The National Finance Chair shall be elected or approved by the Democratic National Committee.

ARTICLE EIGHT **Full Participation**

Section 1. The Democratic Party of the United States shall be open to all who desire to support the Party and who wish to be known as Democrats.

Section 2. Discrimination in the conduct of Democratic Party affairs on the basis of sex, race, age (if of voting age), color, creed, national origin, religion, economic status, sexual orientation, ethnic identity or physical disability is prohibited, to the end that the Democratic Party at all levels be an open party.

Section 3. To encourage full participation by all Democrats, with particular concern for minority groups, Blacks, Native Americans, Asian/Pacifics, Hispanics, women and youth in the delegate selection process and in all Party affairs, as defined in the Bylaws, the National and State Democratic Parties shall adopt and implement an affirmative action program which provides for representation as nearly as practicable of the aforementioned groups, as indicated by their presence in the Democratic electorate. This program shall include specific goals and timetables to achieve this purpose.

Section 4. This goal shall not be accomplished either directly or indirectly by the national or state Democratic Parties' imposition of mandatory quotas at any level of the delegate selection process or in any other Party affairs, as defined in the Bylaws; however, representation as nearly as practicable of minority groups, Blacks, Native Americans, Asian/Pacifics, Hispanics, women and youth, as indicated by their presence in the Democratic electorate, as provided in this Article, shall not be deemed a quota.

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Section 5. Performance under an approved affirmative action program and composition of the Convention delegation shall be considered relevant evidence in the challenge of any state delegation. If a state Party has adopted and implemented an approved and monitored affirmative action program, the Party shall not be subject to challenge based solely on delegate composition or solely on primary results.

Section 6. Notwithstanding Section 5 above, equal division at any level of delegate or committee positions between delegate men and delegate women or committeemen and committeewomen shall not constitute a violation of any provision thereof.

ARTICLE NINE **General Provisions**

Section 1. Democratic Party means the Democratic Party of the United States of America.

Section 2. The Bylaws shall provide for states in which the Democratic nominee for President or electors committed to the nominee did not appear on the ballot in elections used for apportionment formulae.

Section 3. For the purposes of this Charter, the District of Columbia shall be treated as a state containing the appropriate number of Congressional Districts.

Section 4. For the purposes of this Charter, Puerto Rico shall be treated as a state containing the appropriate number of Congressional Districts.

Section 5. Recognized Democratic Party organizations in areas not entitled to vote in Presidential elections may elect such voting delegates to National Conventions as the Democratic National Committee provides in the Call to the Convention.

Section 6. Guam, the Virgin Islands, and American Samoa, shall each have one vote on the Democratic National Committee, which vote shall be shared by the Chairperson, the highest ranking officer of the opposite sex, the National Committeeman and the National Committeewoman, except as may otherwise be provided by the Bylaws. Democrats Abroad shall have two votes on the Democratic National Committee, which votes shall be shared by the Chairperson, the highest ranking officer of the opposite sex, three National Committeemen and three National Committeewomen except as may otherwise be provided by the Bylaws.

Section 7. The Bylaws shall provide for regional organizations of the Party.

Section 8. To assure that the Democratic nominee for the office of President of the United States is selected by a fair and equitable process, the Democratic National Committee may adopt such statements of policy as it deems appropriate with respect to the timing of Presidential nominating processes and shall work with state Parties to accomplish the objectives of such statements.

Section 9. The Democratic National Committee shall maintain and publish a code of fair campaign practices, which shall be recommended for observance by all candidates campaigning as Democrats.

Section 10. The Democratic Party shall not require a delegate to a Party convention or caucus to cast a vote contrary to his or her expressed preference.

Section 11. Voting by proxy shall not be permitted at the National Convention. Voting by proxy shall otherwise be permitted in Democratic Party affairs only as provided in the Bylaws of the Democratic Party.

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Section 12. All meetings of the Democratic National Committee, the Executive Committee, and all other official Party committees, commissions and bodies shall be open to the public, and votes shall not be taken by secret ballot.

Section 13. The Democratic National Committee shall prepare and make available to the public an annual report concerning the financial affairs of the Democratic Party.

Section 14. In the absence of other provisions, Robert's Rules of Order (as most recently revised) shall govern the conduct of all Democratic Party meetings.

Section 15. The text of the Charter and the Bylaws, or portions thereof, shall be made available in other languages as needed upon reasonable request.

Section 16. The membership of the Democratic National Committee, the Executive Committee, Democratic state central committees, and all national official Party Conventions, committees, commissions, and like bodies shall be equally divided between men and women. State Parties shall take provable positive steps to achieve legislative changes to bring the law into compliance with this provision wherever this provision conflicts with state statutes.

Section 17. Democratic Party Credo.

We Democrats are the oldest political party in America and the youngest in spirit. We will remain so, because we enjoy the challenge of government. Time and again, for almost two centuries, the Democratic Party has made government work -- to build and defend a nation, to encourage commerce, to educate our children, to promote equal opportunity, to advance science and industry, to support the arts and humanities, to restore the land, to develop and conserve our human and natural resources, to preserve and enhance our built environment, to relieve poverty, to explore space. We have reached difficult and vital goals.

We recognize that the capacity of government is limited but we regard democratic government as a force for good and a source of hope.

At the heart of our party lies a fundamental conviction, that Americans must not only be free, but they must live in a fair society.

We believe it is the responsibility of government to help us achieve this fair society.

- a society where the elderly and the disabled can lead lives of dignity and where Social Security remains an unshakable commitment;
- a society where all people can find jobs in a growing full-employment economy;
- a society where all workers are guaranteed without question the legal right to join unions of their own choosing and to bargain collectively for decent wages and conditions of employment;
- a society where taxes are clearly based on ability to pay;
- a society where the equal rights of women are guaranteed in the Constitution;
- a society where the civil rights of minorities are fully secured and where no one is denied the opportunity for a better life;
- a society where both public and private discrimination based upon race, sex, age, color, creed, national origin, religion, ethnic identity, sexual orientation, economic status, philosophical persuasion or physical disability are condemned and where our government moves aggressively to end such discrimination through lawful means;
- a society where we recognize that the strengthening of the family and the protection of children are essential to the health of the nation;
- a society where a sound education, proper nutrition, quality medical care, affordable housing, safe streets and a healthy environment are possible for every citizen;
- a society where the livelihoods of our family farmers are as stable as the values they instill in the American character;

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- a society where a strong national defense is a common effort, where promoting human rights is a basic value of our foreign policy, and where we ensure that future by ending the nuclear arms race.

This is our purpose and our promise.

ARTICLE TEN

Amendments, Bylaws, and Rules

Section 1. This Charter may be amended by a vote of a majority of all of the delegates to the National Convention, provided that no such amendment shall be effective unless and until it is subsequently ratified by a vote of the majority of the entire membership of the Democratic National Committee. This Charter may also be amended by a vote of two-thirds of the entire membership of the Democratic National Committee. At least thirty days written notice shall be given of any National Committee meeting at which action will be taken pursuant to this Section, and any proposed amendment shall be given to all members of the National Committee and shall be released to the national news media. This Charter may also be amended by a vote of two-thirds of the entire membership of any Democratic Party Conference called under the authority of this Charter for such purpose.

Section 2. Bylaws of the Democratic Party shall be adopted to provide for the governance of the affairs of the Democratic Party in matters not provided for in this Charter. Bylaws may be adopted or amended by a majority vote of:

(a) the National Convention; or

(b) the Democratic National Committee provided that thirty days written notice of any proposed Bylaw or amendment has been given to all members of the National Committee.

Unless adopted in the form of an amendment to this Charter or otherwise designated, any resolution adopted by the National Convention relating to the governance of the Party shall be considered a Bylaw.

Section 3. Each official body of the Democratic Party created under the authority of this Charter shall adopt and conduct its affairs in accordance with written rules, which rules shall be consistent with this Charter, the Bylaws and other provisions adopted pursuant to authority of the Charter, including resolutions or other actions of the National Convention. The Democratic National Committee shall maintain copies of all such rules and shall make them available upon request.

Section 4. Each recognized state Democratic Party shall adopt and conduct its affairs in accordance with written rules. Copies of such rules and of any changes or amendments thereto shall be filed with the Democratic National Committee within thirty days following adoption.

RESOLUTION OF ADOPTION

Section 1. The Democratic Party of the United States of America, assembled in a Conference on Democratic Party Organization and Policy pursuant to resolution adopted by the 1972 Democratic National Convention and the Call to the Conference hereby adopts for the governance of the Party the Charter attached hereto.

BYLAWS

BYLAWS

Adopted Pursuant to the Charter of the Democratic Party of the United States

ARTICLE ONE

Democratic National Convention

Section 1. The National Convention is the highest authority of the Democratic Party, subject to the provisions of the Charter.

Section 2. The National Convention shall adopt permanent rules governing the conduct of its business at the beginning of each Convention, and until the adoption of such permanent rules, the Convention and the activities attendant thereto shall be governed by temporary rules set forth in the Call to the National Convention.

Section 3. Delegates to the National Convention shall be allocated in the Call to the Convention consistent with the Charter.

ARTICLE TWO

Democratic National Committee

Section 1. Duties and Powers. The Democratic National Committee shall have general responsibility for the affairs of the Democratic Party between National Conventions, subject to the provisions of the Charter and to the resolutions or other official actions of the National Convention. This responsibility shall include, but not be limited to:

- (a) Issuing the Call to the National Convention;
 - (b) Conducting the Party's Presidential Campaign;
 - (c) Filling vacancies in the nominations for the office of the President and Vice President;
 - (d) Assisting state and local Democratic Party organizations in the election of their candidates and the education of their voters;
 - (e) Formulating and disseminating statements of Party policy, promoting programs for the systematic study of public policy issues, through participation of members of the Democratic National Committee and through specific projects administered under the authority of the Chairperson of the Democratic National Committee;
 - (f) Providing for the election or appointment of a Chairperson, five Vice Chairpersons, three of whom shall be of the opposite sex of the Chairperson, one of whom shall be the President of the Association of State Democratic Chairs and one of whom shall be Vice Chairperson for Voter Registration and Participation, a Treasurer, a National Finance Chair, a Secretary and other appropriate officers of the National Committee as shall be determined by the Committee, and for the filling of vacancies;
 - (g) Establishing and maintaining National Headquarters of the Party;
 - (h) Promoting and encouraging Party activities at every level, including but not limited to the following:
 - (i) promoting and encouraging implementation of all Party mandates;
 - (ii) the fulfillment by the Party of its platform pledge and other commitments;
 - (iii) establishment and support of an adequate system of political research;
 - (iv) the preparation, distribution and communication of Party information to its members and the general public;
 - (v) the development and maintenance of a program of public relations for the Party;
- and

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(vi) development of a program for the coordination of Party committees, organizations, groups, public officials and members.

(i) Devising and executing ways and means of financing activities of the Party;

(j) Taking such other action as may be necessary and proper to carry out the provisions of the Charter, these Bylaws, the resolutions and other official actions to achieve the objectives of the Party and the Convention; and

(k) Approval of the budget of the Democratic National Committee.

Section 2. Membership. The Democratic National Committee shall be composed of:

(a) The Chairperson and the highest ranking officer of the opposite sex of each recognized State Democratic Party as defined by Article Nine of the Charter;

(b) Two hundred additional members apportioned to the states on the basis set forth in Article Two, Section 5(a) of the Charter, provided that each state shall have at least two additional members;

(c) The Chairperson of the Democratic Governors' Association and two additional governors, of whom, to the extent possible, at least one shall be of the opposite sex of the Chairperson, as selected by the Association;

(d) The Democratic Leader in the United States Senate and the Democratic Leader in the United States House of Representatives and one additional member of each body, who, to the extent possible, shall be of the opposite sex of, and appointed by the respective leaders;

(e) The Chairperson, five Vice Chairpersons, the National Finance Chair, the Treasurer and the Secretary of the Democratic National Committee;

(f) The Chairperson of the National Conference of Democratic Mayors and two additional mayors, at least one of whom shall be of the opposite sex of the Chairperson, as selected by the Conference;

(g) The President of the Young Democrats of America and two additional members, at least one of whom shall be of the opposite sex of the President, as selected by the organization biennially in convention assembled;

(h) The President of the National Federation of Democratic Women and two additional members selected by the Federation;

(i) The Chairperson of the Democratic County Officials and two additional members, at least one of whom shall be of the opposite sex of the Chairperson, as selected by the organization;

(j) The Chairperson of the Democratic Legislative Campaign Committee and two additional state legislators, at least one of whom shall be of the opposite sex of the Chairperson, as selected by the Committee;

(k) The Chairperson of the National Democratic Municipal Officials Conference and two additional municipal officials, of whom, to the extent possible, at least one shall be of the opposite sex of the Chairperson, as selected by the Conference;

(l) Additional members as provided in Article Nine of the Charter;

(m) The President of the College Democrats of America and the Vice President, who shall be of the opposite sex, as elected by the organization annually;

(n) The Chairperson of the National Association of Democratic State Treasurers and the Vice Chair who shall be of the opposite sex, as selected by the Association;

(o) The Chairperson of the National Association of Democratic Lieutenant Governors and the Vice Chair who shall be of the opposite sex, as selected by the Association;

(p) The Chairperson of the Democratic Association of Secretaries of State and the Vice Chair who shall be of the opposite sex, as selected by the Association;

(q) No more than seventy-five additional members of the Democratic National Committee may be added by the foregoing members.

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Section 3. Selection of Members.

(a) Members of the Democratic National Committee apportioned to the States pursuant to the provisions of Section 2(b) of this Article and those apportioned pursuant to the provisions of Article Nine of the Charter who are not otherwise members by virtue of Party office shall be selected by each state or territorial Democratic Party in accordance with standards as to participation established under Section 11 of this Article through processes which assure full, timely and equal opportunity to participate. The method of selection for such members shall be described in detail in each state or territory's Party rules and shall be by one of the following methods or any combination thereof:

(i) by a meeting of the National Convention delegation from the state or territory authorized to elect National Committee members, at an open meeting called within the calendar year of the Convention after effective public notice of the agenda;

(ii) by state or territorial Primary within the calendar year of the National Convention;

(iii) by state or territorial Party committees in an open meeting within the calendar year of the National Convention called after effective public notice of the agenda;

(iv) by a state or territorial convention authorized to select national committee members in an open meeting within the calendar year of the National Convention called after effective public notice of the agenda; and

(v) by such other method as may be adopted by a state or territorial Party and approved by the Democratic National Committee.

(b) Selection by any of the above methods shall be held to meet the requirements of full, timely and equal opportunity to participate if the selecting body has been established according to law and the Charter and the rules of such body have been approved by the Democratic National Committee.

(c) Members of the Democratic National Committee who serve by virtue of holding Party office shall be selected by each State Party in accordance with standards as to participation appearing in Section 11 of this Article.

(d) When the number of members apportioned to a state or territory pursuant to Section 2(b) of this Article or Article Nine of the Charter is even, there shall be equal division of members between men and women. In such cases where the number is odd, the variance between men and women may not be greater than one.

(e) Members of the Democratic National Committee apportioned pursuant to the provisions of Section 2(q) of this Article shall be elected by the membership provided that notice of any such nomination must be mailed to the membership no less than seven (7) days prior to the election.

Section 4. Certification and Eligibility of Members.

(a) Members of the Democratic National Committee provided for in Section 2 of this Article shall be certified to the National Committee as follows:

(i) those authorized under subsections (a) and (b) of Section 2 shall be certified by the proper Party authority of the state or territory;

(ii) those authorized under subsection (c) of Section 2 shall be certified by the Chairperson of the Democratic Governors' Association;

(iii) those authorized under subsection (d) of Section 2 shall be certified by the Democratic Leader in the United States Senate for the members from that body and by the Democratic Leader in the United States House of Representatives for the members from that body;

(iv) those authorized under subsection (f) of Section 2 shall be certified by the Chairperson of the Conference of Democratic Mayors;

(v) those authorized under subsection (g) of Section 2 shall be certified by the President of the Young Democrats of America;

(vi) those authorized under subsection (h) of Section 2 shall be certified by the President of the National Federation of Democratic Women;

(vii) those authorized under subsection (i) of Section 2 shall be certified by the Chairperson of the Democratic County Officials Conference;

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- (viii) those authorized under subsection (j) of Section 2 shall be certified by the Chairperson of the Democratic Legislative Campaign Committee;
 - (ix) those authorized under subsection (k) of Section 2 shall be certified by the Chairperson of the National Democratic Municipal Officials Conference;
 - (x) those authorized under subsection (m) of Section 2 shall be certified by the President of the College Democrats of America;
 - (xi) those authorized under subsection (n) of Section 2 shall be certified by the Chairperson of the National Association of Democratic State Treasurers;
 - (xii) those authorized under subsection (o) of Section 2 shall be certified by the Chairperson of the National Association of Democratic Lieutenant Governors;
 - (xiii) those authorized under subsection (p) of Section 2 shall be certified by the Chairperson of the Democratic Association of Secretaries of State;
 - (xiv) those otherwise authorized under Section 2 shall be certified by the Chairperson of the Democratic National Committee.
- (b) No person who is not or who does not continue to be a resident for voting purposes of the jurisdiction which he or she represents shall be eligible to hold such office.
 - (c) No person shall be entitled to vote on a challenge to his or her credentials.
 - (d) Contests involving membership or challenges to credentials of members shall be heard and adjudicated by the National Committee as determined or provided in Article Two, Section 10(b) of these Bylaws.

Section 5. Resignation or Removal of Members.

- (a) A member of the Democratic National Committee may resign by written notice to the Chairperson of the National Committee, and such resignation shall be effective immediately.
- (b) After notice and opportunity for public hearing and upon grounds found by the National Committee to constitute good and sufficient cause, the National Committee may remove a member by two-thirds vote of the National Committee.
- (c) Failure of any member of the National Committee to declare affirmatively his or her support for the Democratic Presidential and Vice Presidential nominees within thirty (30) days after the adjournment of the National Convention shall constitute good and sufficient cause for removal.

Section 6. Vacancies. Vacancies created by resignation or removal of any member of the National Committee shall be filled as follows:

- (a) Vacancies in membership apportioned to the states and territories pursuant to Section 2(b) of this Article and Article Nine of the Charter shall be filled by a state or territorial Party in open meeting called after effective public notice of the agenda.
- (b) Vacancies created by the removal or resignation of a state Chairperson or highest ranking officer of the opposite sex shall be filled only by their successors in accordance with Section 3(b) of this Article.
- (c) Vacancies in the at-large membership of the National Committee shall be filled by the National Committee.
- (d) Vacancies in positions filled by the Democratic Governors' Association, the Democratic Mayors Conference, the House and Senate Leadership, the Young Democrats of America, the Democratic County Officials Conference, the Democratic Legislative Campaign Committee, the National Federation of Democratic Women, the National Democratic Municipal Officials Conference, and the College Democrats of America shall be filled by the selecting authority, and in the case where the selecting authority is not in session nor will be in session for a year subsequent to the vacancy, by the body charged with fulfilling the responsibilities operating the organization between meetings of the full group.

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Section 7. Meetings.

(a) The National Committee shall meet as soon as possible after the adjournment of the National Convention on the call of the Chairperson. The Committee is authorized to organize with those members already selected, including any person seated temporarily as provided in Section 10(b)(iv) and entitled to serve as of the first meeting of the Committee. They shall select those members of the Executive Committee who are selected by the Regional Caucuses, who shall serve with those who serve by reason of office until the next regular meeting of the Democratic National Committee.

(b) At least two meetings of the National Committee shall be held each year upon call of the Chairperson and after notice to members, unless any such meeting is dispensed with by prior vote of a majority of the full membership of the National Committee.

(c) Special meetings of the National Committee may be held upon the call of the Chairperson with the approval of the Executive Committee with reasonable notice to the members, and no action may be taken at such a special meeting unless such proposed action was included in the notice of the special meeting. The foregoing notwithstanding, a special meeting to fill a vacancy on the National ticket shall be held on the call of the Chairperson, who shall set the date for such meeting in accordance with the procedural rules provided for in Article Two, Section 8(d) of these Bylaws.

(d) No later than thirty (30) days before each regularly scheduled meeting, and as soon as possible before a special meeting of the Democratic National Committee, the Secretary of the Democratic National Committee shall send written notice of the date, time and place of such meeting, and the tentative agenda to all members of the Democratic National Committee.

(e) Upon the written request of twenty-five percent or more of the members of the National Committee, filed with the Chairperson within a period of thirty (30) days, it shall be the duty of the Chairperson within fifteen (15) days from receipt of such request to issue a call for a meeting of the National Committee. The date of such meeting shall be fixed by the Chairperson not later than thirty (30) days nor earlier than fifteen (15) days from the date of the call.

Section 8. Attendance and Quorum and Voting.

(a) Members of the National Committee apportioned pursuant to the provisions of Section 2 of this Article who miss three consecutive meetings of the Democratic National Committee have failed to meet the minimum level of attendance and shall be deemed to have resigned from the Democratic National Committee. Vacancies created by any member for failing to meet the minimum level of attendance shall be filled in accordance with the provisions of Section 6 of this Article. Proxies shall not be counted at any meeting for the purpose of meeting the minimum level of attendance.

(b) A majority of the full membership of the Democratic National Committee present in person or by proxy shall constitute a quorum, provided that no less than forty percent (40%) of the full membership be present in person for the purpose of establishing a quorum; provided, however, that for purposes of voting to fill a vacancy on the National ticket, a quorum shall be a majority of the full membership present in person.

(c) Forty percent (40%) of the full membership present in person or by proxy, or 50 members present in person, whichever is fewer, shall constitute a quorum for meetings of:

- (i) the DNC standing committees on Credentials, Resolutions, Rules and Bylaws;
- (ii) the Eastern, Southern, Midwestern, and Western Regional Caucuses;
- (iii) the Hispanic, Black, Women's, Asian Pacific Islander American, and Gay and Lesbian American Caucuses; and
- (iv) other standing or ad hoc committees created pursuant to the provisions of Section 10(e) of these Bylaws.

(d) Except as otherwise provided in the Charter or in these Bylaws, all questions before the Democratic National Committee shall be determined by majority vote of those members present and voting in person or by proxy.

(i) Up to seventy-five additional members at-large of the Democratic National Committee added by the remaining members pursuant to Article Three, Section 2 of the Charter and ten

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members at-large of the Executive Committee selected by the Democratic National Committee pursuant to Article Three, Section 2 of the Bylaws may be elected by plurality vote of the members voting in person or by proxy; and

(ii) A roll call may be requested by a vote of twenty-five percent (25%) of those Democratic National Committee members present and voting.

(e) Each member of the National Committee shall be entitled to one vote on each issue before it, except that Guam, the Virgin Islands, and American Samoa, shall each be entitled to a total of only one vote. This vote shall be shared among the Chairperson, the highest ranking officer of the opposite sex, the National Committeeman and the National Committeewoman who are present and voting. Democrats Abroad shall have two votes on the Democratic National Committee, which votes shall be shared by the Chairperson, the highest ranking officer of the opposite sex, three National Committeemen and three National Committeewomen.

(f) Voting to fill a vacancy on the National ticket shall be in accord with procedural rules adopted by the Rules and Bylaws Committee and approved by the Democratic National Committee.

(g) Proxy voting shall be permitted. Proxies may be either general or limited and either instructed or uninstructed. All proxies shall be in writing and transferable if so specified. No DNC member may at any one time hold or exercise proxies for more than one other DNC member; provided, however, that proxy voting shall not be permitted in voting to fill a vacancy on the National ticket.

(h) The Chairperson of the National Committee may refer matters to the members of the National Committee for consideration and vote by mail, provided, however, that if members aggregating more than twenty percent (20%) of the full membership shall so request, the matter shall be presented to the next meeting of the National Committee.

Section 9. Regional Caucuses. There shall be four Regional Caucuses of the members of a Democratic National Committee, comprised as follows:

EASTERN

Connecticut
Delaware
District of Columbia
Maine
Maryland

Massachusetts
New Hampshire
New Jersey
New York
Pennsylvania

Puerto Rico
Rhode Island
Vermont
Virgin Islands
Democrats Abroad (½ vote)

SOUTHERN

Alabama
Arkansas
Florida
Georgia
Kentucky

Louisiana
Mississippi
North Carolina
South Carolina
Tennessee

Texas
Virginia
West Virginia
Democrats Abroad (½ vote)

MIDWESTERN

Illinois
Indiana
Iowa
Kansas
Michigan

Minnesota
Missouri
Nebraska
North Dakota
Ohio

Oklahoma
South Dakota
Wisconsin
Democrats Abroad (½ vote)

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WESTERN

Alaska
American Samoa
Arizona
California
Colorado
Guam

Hawaii
Idaho
Montana
Nevada
New Mexico

Oregon
Utah
Washington
Wyoming
Democrats Abroad (½ vote)

Section 10. Committees.

(a) In addition to the Committees otherwise provided for in the Charter or in these Bylaws, there shall be the following standing committees of the Democratic National Committee:

- (i) Credentials Committee;
- (ii) Resolutions Committee;
- (iii) Rules and Bylaws Committee.

(b) (i) The Credentials Committee shall receive and consider all challenges to the credentials of Democratic National Committee members.

(ii) Any challenge to the credentials of a member of the Democratic National Committee may be made by any Democrat from the state or territory of the member challenged or any member of the Democratic National Committee and shall be filed by Registered Mail (return receipt requested) within thirty (30) days of the selection of such member.

(iii) The Credentials Committee shall determine the validity of the credentials of those elected to the National Committee, and decide all challenges to the seating of such members. The Credentials Committee shall provide each party to a dispute a reasonable opportunity to be heard, and may give an opportunity for submission of briefs and oral argument and shall render a written report on the issues to the National Committee.

(iv) The National Committee shall proceed to a determination of such contest or contests as its first order of business, if feasible, including the temporary seating of challenged members, in order that the members may participate in other business before the National Committee.

(c) (i) The Resolutions Committee shall receive and consider all resolutions proposed by a member of the Democratic National Committee on matters of policy proposed for adoption by the Democratic National Committee, and shall report in writing. Said report shall contain the text of each resolution recommended by the Committee for adoption, and shall identify resolutions considered but not recommended for adoption; and

(ii) resolutions shall be submitted to the Secretary of the Democratic National Committee at least twenty-one (21) days prior to the meeting of the National Committee, and copies of all such resolutions shall be sent to each member no less than fourteen (14) days prior to the National Committee meeting, provided that the Executive Committee may vote to submit urgent timely resolutions to the National Committee even though not submitted within these time periods.

(d) (i) The Rules and Bylaws Committee shall receive and consider all recommendations for adoption and amendments to the Rules and Bylaws of the National Committee and to the Charter of the Democratic Party of the United States;

(ii) recommendations for amendment to the Charter of the Democratic Party of the United States shall be received by the Rules and Bylaws Committee no less than sixty (60) days prior to a regular meeting of the Democratic National Committee, provided that the Executive Committee may approve direct submission of a recommended amendment to the Charter if the requirements of timeliness of the Charter are otherwise met;

(iii) recommendations for amendment to the Bylaws or adoption of Rules for the Democratic National Committee shall be submitted to the Rules Committee no less than thirty (30) days prior to a meeting of the National Committee, and the Secretary of the National Committee shall mail such proposed recommendations to the members no less than thirty (30) days prior to the National Committee. It

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shall be the responsibility of the member of the National Committee submitting a Bylaws Amendment to distribute a copy to all members of the Committee within the time required by these Bylaws for consideration, or submit the request to the Secretary with ample time to make such distribution;

(iv) the Executive Committee may refer to the Rules and Bylaws Committee for preliminary consideration the temporary Rules of the National Convention to be included in the Call to the Convention, and the Executive Committee may adopt the recommendations of the Rules and Bylaws Committee as such temporary Convention rules;

(v) the Rules and Bylaws Committee shall conduct a continuing study of the Bylaws, Rules and Charter and make periodic recommendations for amendment, extension or other action, provided that any such recommendations by the Rules and Bylaws Committee be submitted to the members of the National Committee at the time the agenda is presented; and

(vi) the report of the Rules and Bylaws Committee shall be in writing and shall contain the full text of action recommended and shall identify recommendations not approved by the Committee for adoption.

(e) The National Committee may from time to time create such other standing or *ad hoc* committees as it shall deem appropriate.

(f) Except as otherwise provided in the Charter or in these Bylaws, the members of all committees of the National Committee shall be appointed by the Chairperson of the Democratic National Committee, in consultation with the Executive Committee, subject to ratification by the Democratic National Committee, and shall be appointed to serve for the tenure of the Chairperson. Notwithstanding the above provision, notice of such pending appointment must be mailed to the Democratic National Committee membership no less than seven (7) days prior to the vote on ratification.

(g) Failure by members to attend three consecutive meetings of the committees of the National Committee shall constitute a failure to meet the minimum level of attendance and shall constitute automatic resignation from the committee. The provisions of Section 8(e) of this Article shall apply to committees of the National Committee, except that proxies shall not be counted at any meeting for the purpose of meeting the minimum level of attendance. Attendance records of committees of the National Committee shall be reported annually to the Executive Committee.

(h) All matters referred to any council, special committee, standing committee, conference or any other sub-group must be acted upon and said action reported to the body which originated the reference.

Section 11. Participation in All Party Affairs.

(a) The Democratic Party of the United States shall be open to all who desire to support the Party and who wish to be known as Democrats. Participation in the affairs of the Democratic Party shall be open pursuant to the standards of non-discrimination and affirmative action incorporated into the Charter of the Democratic Party of the United States.

(b) (i) The National, State, and Local Democratic Party organizations shall undertake affirmative action programs designed to encourage the fullest participation of all Democrats in all Party affairs. All Party affairs shall mean all activities of each official Party organization commencing at the lowest level and continuing up through the National Democratic Party. Such activities shall include but need not be limited to the processes in which delegates are selected to the National Democratic Convention; Party officials are nominated or selected; Party policy, platforms, and rules are formulated; and regular programs of voter registration, public education and public relations. Such programs may be developed and sponsored in cooperation with the Democratic National Committee.

(ii) National and State Democratic Parties shall carry out programs to facilitate and increase the participation of low and moderate income persons. These programs shall include provisions and resources for outreach and recruitment to achieve representation and equitably minimize economic factors which act to bar full participation by such persons.

(iii) State and National Parties shall act affirmatively to develop and implement appropriate education, training, fund-raising and outreach programs directed at low and moderate income

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Democrats and shall implement rules and regulations of the Party in their most constructive interpretation to effect increased participation and representation by people of low and moderate income. Non-discrimination as it relates to this Section (11(b)) and as provided in Article Eight, Section 2 of the Charter shall be strictly enforced.

(c) (i) Each state or territorial Party shall require each unit of the Party which holds such meetings to publicize effectively and in a timely fashion the dates, times, and places of all such meetings, and the name or names of the person responsible for such meetings.

(ii) Notice of meetings shall be published as required in this Section prior to the meeting. Such notice may appear as legal notice, paid advertisement, news item, direct mail, radio or television announcement, or in such other form as may reasonably be designed to notify Democrats of the meeting provided no state, territorial, or county Party is required to purchase paid advertising; and

(iii) If challenged, a state or territorial Party shall be deemed to be in compliance with this Section upon proof of effective notice from the reporting unit of the Party.

(d) If a county or any local unit of the state or territorial Party fails to comply with the foregoing provisions of this Section, the state or territorial Party may assume responsibility for setting dates, times and places for local meetings and for giving notice of the same as provided in this Section.

(e) Each state or territorial Party may establish such procedures and structures as are necessary to ensure compliance with this Section, including procedures for review of complaints of non-compliance with this Section by any unit of the political process, including the state.

(f) If a state or territorial Party is alleged to have failed to comply with this Section, the alleged non-compliance shall be referred to the Democratic National Committee for review provided that any person alleging non-compliance at any level shall be a resident of the affected jurisdiction and provided that any person alleging non-compliance of a state or territorial Party with this section shall have exhausted all remedies provided by the state or territorial Party.

Section 12. Duties and Responsibilities of the Chairperson.

(a) The Chairperson shall be the chief executive officer of the Democratic National Committee and shall exercise authority delegated to him or her by the Democratic National Committee and the Democratic National Committee's Executive Committee in carrying out the day-to-day activities of the Committee.

(b) By the time of the next DNC meeting following his or her election, the Chairperson shall designate a Vice Chair who will have authority to act as Chairperson should a vacancy occur or should the Chairperson become incapacitated. In the event of such succession, the designated Vice Chair will serve in the capacity of the Chairperson until a new Chairperson is elected at the next regularly scheduled meeting of the full Democratic National Committee.

ARTICLE THREE

Executive Committee

Section 1. Powers and Duties. The Executive Committee of the Democratic National Committee shall be responsible for the conduct of the affairs of the Democratic Party in the interim between the meetings of the full Committee. This responsibility shall include, but not be limited to:

- (a) Authority for the Democratic National Committee between meetings thereof;
- (b) Recommending approval of the budget of the Democratic National Committee; and
- (c) Reporting all of its proceedings to the Democratic National Committee.

Section 2. Membership. The Executive Committee shall be composed of:

(a) The Chairpersons of the Regional Caucuses of the Democratic National Committee who must be members of the Democratic National Committee;

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- (b) Four members elected by each of the Regional Caucuses of the Democratic National Committee, who shall be equally divided between men and women and all of whom shall be members of the Democratic National Committee;
- (c) The Chairperson, the five Vice Chairpersons, the Treasurer, and the Secretary of the Democratic National Committee;
- (d) The National Finance Chair;
- (e) The Chairperson of the Democratic Governors' Association or his or her designee from that Association, who must be a member of the Democratic National Committee;
- (f) The Democratic Leader of the United States Senate or his or her designee, who must be a member of the Democratic National Committee, and the Democratic Leader from the United States House of Representatives or his or her designee, who must be a member of the Democratic National Committee;
- (g) The Chairperson of the National Conference of Democratic Mayors or his or her designee, who must be a member of the Democratic National Committee;
- (h) The Chairperson of the Democratic Legislative Campaign Committee or his or her designee from that Committee, who must be a member of the Democratic National Committee;
- (i) The Chairperson of the National Democratic County Officials or his or her designee, who must be a member of the Democratic National Committee;
- (j) The Chairperson of the National Democratic Municipal Officials Conference or his or her designee, who must be a member of the Democratic National Committee;
- (k) The President of the Young Democrats of America or his or her designee, who must be a member of the Democratic National Committee;
- (l) Three additional members of the Association of State Democratic Chairs to be selected by the Association;
- (m) The President of the National Federation of Democratic Women or her designee, who must be a member of the Democratic National Committee;
- (n) The Chairs of the Hispanic, Black, Asian Pacific Islander American, and Gay and Lesbian American Caucuses of the Democratic National Committee or his or her designee, who must be a member of the Democratic National Committee;
- (o) The Chair of the Women's Caucus of the Democratic National Committee or her designee, who must be a member of the Democratic National Committee;
- (p) The President of the College Democrats of America or his or her designee, who must be a member of the Democratic National Committee;
- (q) Ten members at-large, elected by the Democratic National Committee, who shall be equally divided between men and women, all of whom must be members of the Democratic National Committee;
- (r) The Chairs of the standing committees on Credentials, Resolutions, and Rules and Bylaws.
- (s) Any designee as provided for in this section, may not otherwise be a member of the Executive Committee and must be a member of the organization or constituency he or she is designated to represent.

Section 3. Election of Members.

- (a) Members of the Executive Committee representing the Regional and Constituency Caucuses pursuant to Section 2(b), 2(n) and 2(o) of this Article shall be elected:
- (i) at the second meeting of the Democratic National Committee held after the succeeding presidential election; and
- (ii) whenever a vacancy occurs.
- (b) Members of the Executive Committee elected at-large as apportioned pursuant to Section 2(q) of this Article shall be elected:
- (i) at the second meeting of the Democratic National Committee held after the succeeding presidential election; and
- (ii) whenever a vacancy occurs.

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(iii) Notwithstanding the above provisions, notice of any such nomination must be mailed to the Democratic National Committee membership no less than seven (7) days prior to the election.

(c) Members of the Executive Committee shall serve until the election of their successors. Upon the resignation of a member, a successor shall be selected by the original official authority to serve the unexpired portion of the term.

Section 4. Meetings. The Executive Committee shall meet at least four times each year. Meetings shall be called by the Chairperson or by written request of no fewer than one-fourth of its members. The Executive Committee shall keep a record of its proceedings which shall be available to the public.

Section 5. Attendance and Quorum and Voting.

(a) Members of the Executive Committee apportioned pursuant to the provisions of Section 2 of this Article who miss three consecutive meetings of the Democratic National Committee Executive Committee have failed to meet the minimum level of attendance and shall be deemed to have resigned from the Executive Committee. Vacancies created by any member for failing to meet the minimum level of attendance shall be filled by the original authority. Proxies shall not be counted at any meeting for the purpose of meeting the minimum level of attendance.

(b) Notwithstanding the above provision, the provisions of Section 8 of Article Two of these Bylaws shall apply to the Executive Committee.

ARTICLE FOUR

National Finance Organizations

Section 1. Duties and Powers. The National Finance Organizations of the Democratic Party shall have general responsibility for the finances of the Democratic Party for raising funds to support the Democratic Party and the Democratic National Committee to advise and assist State Democratic parties and candidates in securing funds for their purposes. The National Finance Chair and the Treasurer will advise the National Chairperson of the Democratic Party and the Executive Committee of the Democratic National Committee with respect to the finances of the Democratic Party.

ARTICLE FIVE

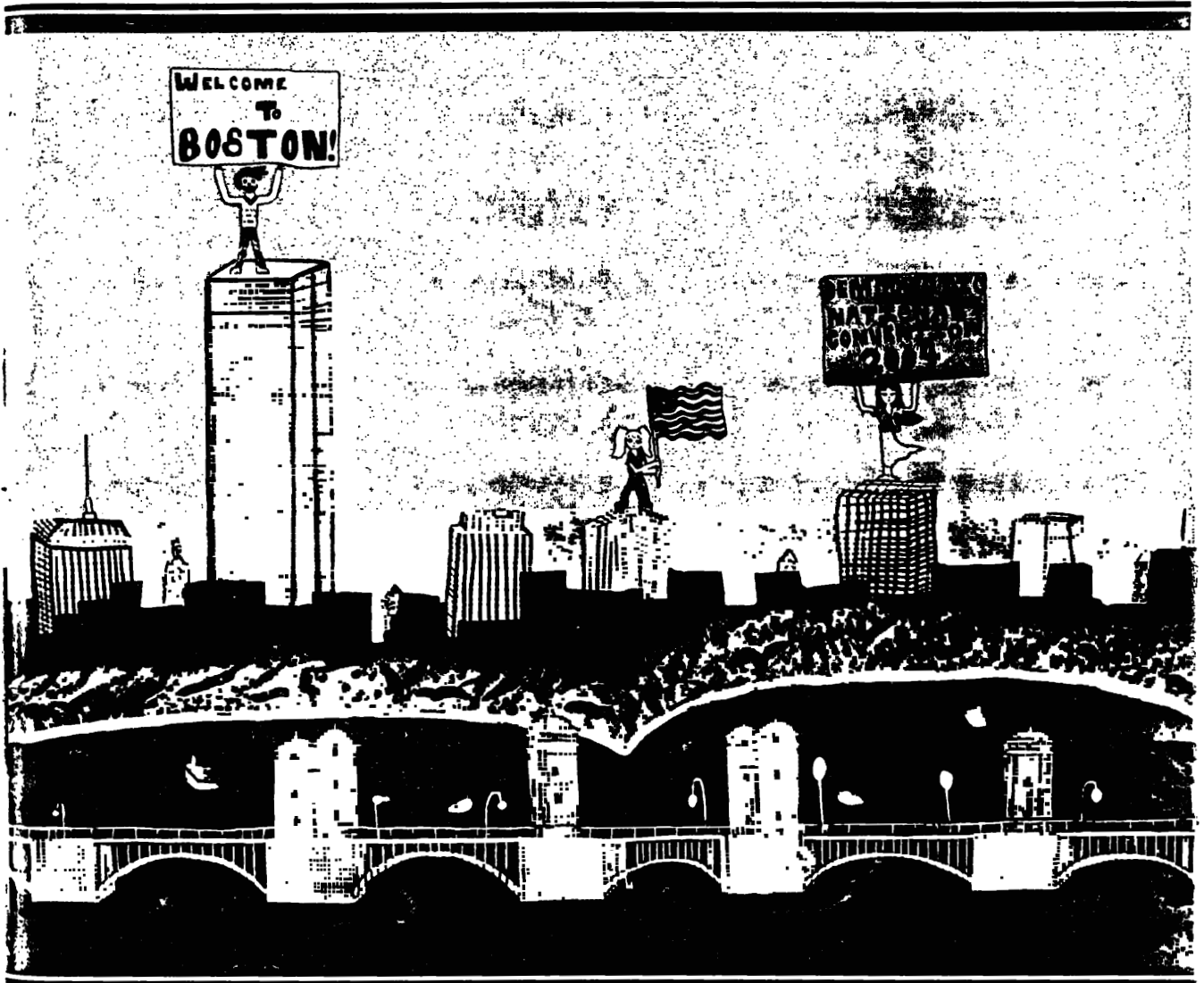
Amendments

Bylaws may be adopted or amended by majority vote of:

- (a) the National Convention; or
- (b) the Democratic National Committee provided that thirty (30) days written notice of any proposed Bylaw or amendment has been given to all members of the National Committee. Unless adopted in the form of an amendment to the Charter or otherwise designated, any resolution adopted by the National Convention relating to the governance of the Party shall be considered a Bylaw.

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The Reports of the Credentials ★ Rules ★ Platform Committees To the 2004 Democratic National Convention



Terence R. McAuliffe, Chairman
Democratic National Committee

AMERICA  2004
A STRONGER AMERICA

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PART 1

Permanent Officers of the 2004 Democratic National Convention

PERMANENT CHAIR

Gov. Bill Richardson

HONORARY CHAIR

Sen. Edward M. Kennedy

CO-CHAIRS

Sen. Tom Daschle

Rep. Nancy Pelosi

Gov. Edward G. Rendell

VICE CHAIRS

Rep. Tammy Baldwin

Gov. Kathleen Blanco

Hon. Max Cleland

Mayor Michael Coleman

Rep. Carolyn Cheeks Kilpatrick

Gov. Gary Locke

Speaker Ben Lujan

Rep. Edward Markey

Rep. Juanita Millender McDonald

Hon. Barbara Roberts

Hon. Jeanne Shaheen

Rep. Adam Smith

SECRETARY

Alice Travis Germond

PART 2

Agenda of the 2004 Democratic National Convention

Monday, July 26

- Opening Ceremonies
- Credentials Committee Report
- Rules Committee Report

Tuesday, July 27

- Platform Committee Report
- Keynote Address

Wednesday, July 28

- Presidential Candidate Nominating and Seconding Speeches
- Roll Call Vote for the Presidential Nominee
- Address by the Nominee for Vice President

Thursday, July 29

- Vice Presidential Candidate Nominating and Seconding Speeches
- Roll Call Vote for the Vice Presidential Nominee
- Acceptance Speech by the Nominee for Vice President
- Acceptance Speech by the Nominee for President
- Adjournment

Due to printing deadlines, this report reflects information available as of July 14, 2004. Any amendments to this report will be announced at the time the Rules Committee report is presented at the Convention.

PART 3

Procedural Rules of the 2004 Democratic National Convention

The following Procedural Rules shall serve as the Temporary Rules of Procedure for the 2004 Democratic National Convention and are recommended to the Rules Committee and to the Convention as the Permanent Rules of Procedure for the conduct of the 2004 Democratic National Convention.

A. Temporary Chair:

1. The National Chairperson of the Democratic National Committee shall call the Convention to order and shall preside until the Permanent Chair of the Convention shall be chosen in accordance with these rules.
2. The National Chairperson of the Democratic National Committee shall appoint a Temporary Secretary and such other temporary officers as may be required to assist in the conduct of the business of the Convention. These officers shall be composed equally of men and women.

B. Temporary Roll:

1. The Secretary of the Democratic National Committee shall determine a Temporary Roll of delegates to the Convention which shall consist only of those persons selected and certified as delegates in accordance with the Rules and pursuant to the Call, unless a credentials contest shall have arisen with respect to any such person(s), in which case the Secretary shall include on the Temporary Roll the name of the credentials contestant recommended for inclusion by the Credentials Committee in its report.

2. Persons whose names are included on the Temporary Roll of delegates shall be permitted to vote on all matters before the Convention until after the adoption of the report of the Credentials Committee; provided that no person shall be permitted to vote on his or her credentials contest.

C. Order of Business:

The order of business for the Democratic National Convention shall be as provided in these rules and in any special order of business adopted under Section D. of these rules. The Chair of the Convention may, at appropriate times, interrupt the order of business provided for in these rules for introductions, announcements, addresses, presentations, resolutions of tribute and appreciation, or remarks appropriate to the business of the Convention.

1. **Report of the Committee on Credentials:** The Report of the Credentials Committee shall be acted upon before the consideration of other business.

- a. The Temporary Chair shall recognize the Chair of the Credentials Committee for up to thirty (30) minutes to present the committee's report unless a longer period of time shall be provided in a special order of business agreed upon by the Convention. The Chair of the committee may present committee amendments, yield part of his or her time to others and may yield for the presentation and disposition of minority reports without losing the right to the floor.

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- b. The Temporary Chair shall arrange for the orderly presentation of amendments and of minority reports offered at the direction of the committee. Twenty (20) minutes shall be allowed for the presentation of each committee amendment or minority report unless a longer period for any committee amendment or minority report is provided in special orders of business agreed to by the Convention. Time shall be allotted equally to proponents and opponents of each committee amendment or minority report. The questions shall be put on each committee amendment or minority report immediately following its presentation without intervening motion.

- c. Upon conclusion of the consideration and disposition of committee amendments and minority reports, the Temporary Chair shall put the question on the adoption of the report of the Credentials Committee with amendments previously adopted, if any, without intervening motion. A favorable majority vote of the Convention delegates eligible to vote shall constitute adoption of the report.

- d. In the event that the committee's report shall not be adopted when the question is put, the committee shall immediately reconvene to reconsider its report and shall present a new report to the Convention as soon as possible.

2. **Report of Rules Committee:** The Temporary Chair may then recognize the Chair of the Rules Committee to present the committee's report for the Rules of the Convention and minority reports, if any, in the same manner as that provided for the presentation of the Report of the Credentials Committee. However, the Temporary Chair may, in the interest of conducting an orderly proceeding, opt to place before the Convention the election of the Permanent Chair, the Co-Chairs and the Secretary, prior to the presentation of the Rules Committee report.

3. **Convention Chair:** The Convention shall proceed to elect the Permanent Convention Chair in the following manner:

- a. In accordance with the requirements of the 1984 Democratic National Convention Resolution which calls for alternating the Convention Chair by gender, the Permanent Chair of the 2004 Democratic National Convention shall be a male.

- b. The Chair of the Rules Committee shall be recognized to offer a nomination for Convention Chair as recommended by the Committee on Rules. Nominations from the floor shall then be received.

- c. When there are no further nominations or upon adoption of a motion to close nominations, the Temporary Chair of the Convention shall conduct a vote for Permanent Convention Chair.

- d. A majority vote of the delegates present and voting shall be required to elect the Convention Chair. Balloting shall continue until a Chair is elected. The Permanent Chair shall then take the gavel.

4. **Convention Co-Chairs:** The Convention shall proceed to elect Co-Chairs and a Secretary in the same manner in which it elected the Chair. The Co-Chairs shall be divided equally between men and women.

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a. Balloting will continue until a nominee is selected. The nominee shall become the candidate of the Democratic Party of the United States for the Office of President upon receiving a majority vote of the Convention's delegates.

5. Committee on Platform: The Permanent Chair shall recognize the Chair of the Platform Committee to present the committee's report and minority reports, if any, in the same manner as that provided for the presentations of the reports of the Credentials and Rules Committees.

6. Nomination of the Democratic Candidate for President: The Permanent Chair shall receive nominations from the floor for the Democratic candidate for the Office of President of the United States in the following manner:

- a. Requests to nominate a presidential candidate shall be in writing and shall have affixed thereto the written approval of the proposed nominee and the name of the individuals who shall be recognized to make the nominating and seconding speeches on behalf of a presidential candidate and shall be delivered to the Convention Secretary at a location as specified by the Secretary no later than 6:00 p.m. of the day preceding the day designated for the commencement of presidential nominations.
- b. Each such request must be accompanied by a petition indicating support for the proposed nominee signed by delegates representing not less than 300 nor more than 600 delegate votes, not more than 50 of which may come from one (1) delegation. A delegate may not sign more than one (1) nominating petition for president and for vice president.
- c. The order for nominating presidential candidates shall be determined by the National Chairperson of the Democratic National Committee, the Permanent Chair of the Convention and each presidential candidate, or his or her authorized representative, who qualifies to be nominated pursuant to this section.
- d. Each presidential candidate shall be allowed a total of twenty (20) minutes for the presentation of his or her name in nomination by nominating and seconding speeches, the time to run without interruption from the recognition of the nominator.
- e. Delegates and alternates shall maintain order during and following nominations for the Office of President and demonstrations shall not be permitted.

7. Roll Call for Presidential Candidate:

- a. After nominations for presidential candidates have closed, the Convention shall proceed to a roll call vote by states on the selection of the presidential candidate. The roll call voting shall follow the alphabetical order of the states with the District of Columbia and Puerto Rico and the territories treated as states for the purpose of the alphabetical roll call.
- b. A majority vote of the Convention's delegates shall be required to nominate the presidential candidate.
- c. Delegates may vote for the candidate of their choice whether or not the name of such candidate was placed in nomination. Any vote cast other than a vote for a presidential candidate meeting the requirements of Article VI. of the Call and Rule 11.K. of the 2004 Delegate Selection Rules shall be considered a vote for "Present."

8. Acceptance Speech by Presidential Candidate: Immediately after the selection of the Democratic nominee for President, the Permanent Chair shall invite the nominee to deliver an acceptance speech to the Convention.

9. Nomination for the Democratic Candidate for Vice President: The selection of a nominee for the Office of Vice President of the United States shall be conducted in the same manner as that heretofore provided for the selection of the nominee for President of the United States except that a request to nominate must be delivered to the Convention Secretary at a location as specified by the Secretary not later than 9:00 a.m. of the day designated for the commencement of Vice Presidential nominations.

10. Roll Call Ballot for Vice Presidential Candidate:

- a. After nominations for Vice Presidential candidates have closed, the Convention shall proceed to a roll call vote by states on the selection of the Vice Presidential candidate. The roll call voting procedure shall be conducted in the same manner as that heretofore provided for the selection of the nominee for President of the United States.
 - b. A majority vote of the Convention's delegates shall be required to select the Vice Presidential candidate. Delegates may vote for the candidate of their choice whether or not the name of such candidate was placed in nomination. Balloting will continue until after a nominee is selected.
- 11. Acceptance Speech by Vice Presidential Candidate:** Immediately after the selection of the Democratic nominee for Vice President, the Permanent Chair shall invite the nominee to deliver an acceptance speech to the Convention. The nominee shall become the candidate of the Democratic Party of the United States for the office of Vice President upon completion of his or her acceptance speech to the Convention.

D. Special Orders of Business:

It shall be in order at any time for the Rules Committee at the request of the Chair of the Convention, or pursuant to its rules, to report a resolution providing a special order of business for debate of any resolution, motion, committee report or minority report or for the consideration of any matter.

E. Powers and Duties of the Chair:

1. It shall be the responsibility of the Chair to conduct and expedite the business of the Convention and to preserve order and decorum in its proceedings.
2. The Chair is authorized to appoint such Convention officers as may be required to assist in the conduct of the business of the Convention, such officers to be composed equally of men and women; to appoint any delegate temporarily to perform the duties of the Chair; and to take such lawful action as may be necessary and appropriate to preserve order throughout the Convention Hall; and to take any other actions consistent with the Charter and the Bylaws of the Democratic Party of the United States and these rules.

F. Voting:

1. **Secret Ballot:** No secret ballots shall be permitted at any stage of the Convention or its committee proceedings.

2. **Proxy Voting:** Neither delegate nor alternate delegate votes may be cast by proxy.

3. Roll Call Votes:

a. Voting shall be by voice vote or, when prescribed by these rules, by roll call vote. The roll call voting shall follow the order as specified in Section C.7.a. A roll call vote shall also be had if the Chair is in doubt or upon demand of any delegate supported by twenty percent (20%) of the Convention's delegates as evidenced by one of the following methods:

- (1) A petition submitted to the Chair indicating support of the demand by delegations which comprise not less than twenty percent (20%) of the Convention's delegates. In the case of the petition in support of a demand for a roll call vote, a delegation shall be taken to support the demand if a majority of its delegates have signed a petition to do so.
- (2) By the rising in support of the demand by not less than twenty percent (20%) of the delegates present.

b. When a roll call vote is ordered, the roll call shall be called by states, and the Chair of each delegation or his or her designee shall report the vote of his or her delegation and shall send to the Convention Secretary a tally showing the vote of each member of his or her delegation indicating whether such vote was cast in person or by an alternate. Such roll call votes may be conducted by having the Chair for each delegation report by telephone, or electronic voting mechanism, the vote of his or her delegation to the rostrum, provided that the telephone poll shall not be used in the balloting for the Presidential and Vice Presidential nominees. Business shall be permitted to proceed during the telephone roll call and votes may be conducted by electronic mechanism. After each official vote, the Delegation Chair shall record and tally votes of the delegation on official roll call tally sheets provided by the Convention Secretary. All official roll call tally sheets shall be turned in to the Convention Secretary at a specified location not more than thirty (30) minutes after the close of each voting period.

c. All delegates to the National Convention pledged to a presidential candidate shall in all good conscience reflect the sentiments of those who elected them.

d. In the case where a pledged delegate is not on the floor of the Convention Hall at the time a vote is taken, an alternate may be designated according to the rules to cast the vote. In no case may an alternate cast a vote for a delegate allocated under I.E., I.F., I.G. or I.H. of the Call.

e. On a roll call vote by states, the vote cast on behalf of a delegation may be challenged by communication to the Convention Secretary by telephone or other means by any voting member of that state's delegation within ten (10) minutes after the Convention Secretary's announcement of the states vote. The votes of that delegation shall then be recorded as polled without regard to any state law, party rule, resolution or instruction binding the delegation or any member thereof to vote for or against any candidate

or proposition. The Convention Chair may send a parliamentarian to the delegation to conduct the poll. At the discretion of the Convention Chair, the roll call may continue instead of waiting for the result of the polling.

f. On a roll call vote conducted by telephone or other electronic voting mechanism, the vote of a delegation as shown on the video projection system may be challenged by communication to the Convention Secretary by telephone or other means by any voting member of the delegation within ten (10) minutes after the delegation's vote is shown on the screen.

g. A demand to poll a delegation may be withdrawn at any time before the actual polling has begun.

4. **Interruption of Vote:** When the question has been put, the vote thereon may not be interrupted for any purpose other than a demand for a roll call vote or a point of order directed to the conduct of the vote.

5. **Determination of Question:** Except as otherwise provided in these rules, all questions, including the question of nominations of candidates for President and Vice President of the United States, shall be determined by a majority vote of the delegates to the Convention.

G. Filling a Vacancy on the National Ticket:

In the event of death, resignation or disability of a nominee of the Party for President or Vice President after the adjournment of the National Convention, the National Chairperson of the Democratic National Committee shall confer with the Democratic leadership of the United States Congress and the Democratic Governors Association and shall report to the Democratic National Committee, which is authorized to fill the vacancy or vacancies.

H. Interpretation of the Rules:

In interpreting the rules, the Chair may have recourse to the ruling of Chairs of previous Democratic Conventions, to the precedents of the United States House of Representatives and to general parliamentary law.

I. Appeals:

1. The Chair shall decide all questions of order subject to an appeal by any delegate which may be debated for not more than ten (10) minutes, the time to be equally divided between the delegate appealing the ruling and a delegate in favor of sustaining the ruling of the Chair; provided that an appeal shall not be in order while another appeal is pending or from decisions on recognition or from decisions on dilatoriness of motions or during a roll call vote or on a question on which an appeal has just been decided or, when in the opinion of the Chair, such appeal is clearly dilatory.

2. Before the question is put on any appeal, the Chair shall be entitled to state briefly the reasons for the ruling being appealed.

J. Motion to Suspend the Rules:

The Chair shall entertain a motion to suspend the rules, which shall be decided without debate and which shall require a vote of two thirds (2/3) of the delegates voting, a quorum being present.

K. Motion:

1. No question of privilege or any motion other than those provided under these rules shall be entertained, except the motion to recess (to a time certain or at the call of the Chair), which shall be privileged, and the motion to adjourn, which shall be the highest privilege.
2. Motions to adjourn or to recess shall be in order at any time except when the question has been put or a vote is in progress and shall be decided without debate. The Chair shall not entertain a motion to adjourn or recess when such motion closely follows another such motion if in the opinion of the Chair such motion is dilatory.

L. Amendments:

No amendments to resolutions or motions before the Convention shall be permitted, except amendments to standing committee reports or resolutions offered at the direction of the standing committee or in a minority report of that standing committee; provided that no motion or proposition on a subject different from that under consideration shall be admitted in the form of such an amendment.

M. Minority Reports:

Minority reports of committees shall not be considered unless adopted in writing by members representing at least twenty percent (20%) of the total votes of a committee. A minority report may be withdrawn at any time prior to or during the Convention. A minority report shall be deemed to be withdrawn when support for the report falls below the number of members representing twenty percent (20%) of the total votes of the standing committee as evidenced by the written withdrawal of support by proponents of the report. A committee member may withdraw his or her support for a minority report by written notice to the Secretary of the Democratic National Committee.

N. Responsibility:

By participating in the Democratic National Convention, each delegate assumes the responsibility for doing all within his or her power to assure that voters of his or her state will have the opportunity to cast their election ballots for the Presidential and Vice Presidential nominees selected by the Convention or, should a vacancy arise, pursuant to Section G. of these rules, and expressly agrees that he or she will not publicly support or campaign for any candidate for President or Vice President other than the nominees of the Democratic National Convention, or, should a vacancy arise, the nominee(s) selected pursuant to Section G. of these rules.

O. Debate:

Unless otherwise provided in these rules or in a resolution providing for a special order of business, debate on any question shall be limited to a total of twenty (20) minutes and shall be equally divided between proponents and opponents unless they and the Chair agree upon an additional or lesser amount of time.

P. Quorum:

A majority of the delegates to the Convention shall constitute a quorum thereof for the purpose of transacting business. Upon a point of order of no quorum being made, the Chair shall ascertain the presence or absence of a quorum by visual estimation and shall not proceed until a quorum is present; provided that a motion to adjourn may be offered and voted upon without a quorum present.

Q. References to the "Chair":

All references to the authority and responsibilities of the "Chair" shall pertain to the Temporary Chair, the Permanent Chair, the Co-Chairs and any other person assuming the duties of the Chair as appropriate during the Convention.

R. Equal Division:

The Charter of the Democratic Party of the United States provides that the National Convention shall be composed of delegates and alternates equally divided between men and women. These procedural rules, in compliance with the Charter, and pursuant to Rule 6.C. of the 2004 Delegate Selection Rules and Article II.A. of the 2004 Call, mandate that delegates and alternates from each state and jurisdiction shall be equally divided between men and women with a variance of no more than one (1).

S. Non-Discrimination:

Discrimination on the basis of race, sex, age, color, creed, national origin, religion, ethnic identity, sexual orientation, economic status or physical disability in the conduct of Democratic Party affairs is prohibited.

T. Territories:

The term "territories" shall refer to American Samoa, Democrats Abroad, Guam and the Virgin Islands in these procedural rules.

U. Journal of Proceedings:

1. A record of all actions taken each day by the Convention shall be printed and made available to all delegates and alternates the following day by the Convention Secretary.
2. The Secretary of the Democratic National Committee will provide a journal of the full proceedings of the Convention, which shall be printed within the year following the Convention.

PART 4 Resolution

Resolution Establishing a Commission on Presidential Nomination Timing and Scheduling

Whereas, the timing of the delegate selection process and the scheduling of presidential primaries and caucuses is a critical component in the nomination of a candidate for president by the Democratic Party; and

Whereas, in 1980, the Democratic Party established a "window" in which presidential primaries and caucuses must be scheduled, considering it important and in the public interest to contain the length of the primary season and believing that a longer primary period is divisive and expensive and could potentially weaken the Party's prospects for the general election in November; and

Whereas, over the last two decades individual states have moved their respective contests earlier and earlier in the calendar year; and

Whereas, in 2000, the Republican Party established its first "window" and set the opening a month ahead of the Democratic "window" which created an unfair, imbalanced and confusing 2000 nominating calendar; and

Whereas, for the 2004 presidential nominating process, in an effort to match the calendar used by the Republicans, the Democratic Party advanced by a month the opening of its "window" for when primaries and caucuses may begin; and

Whereas, some political pundits were initially skeptical about the Party's move to match the Republican calendar and allow the primaries and caucuses to begin a month earlier, but came to see the merit of having a presumptive nominee determined earlier among a cross-section of voters in a set of diverse and balanced states to compete with the Republican incumbent;

Whereas, for years, objections have been raised to a calendar that some believe gives a disproportionate influence to a few early states; and

Whereas, based on the abovementioned issues, some Party leaders have called for an examination of the scheduling of future Democratic presidential primaries and caucuses;

Therefore Be It Resolved, that the 2004 Democratic National Convention shall create the Commission on Presidential Nomination Timing and Scheduling; and

Be It Further Resolved, that the Commission shall be charged with the responsibility of studying the timing of presidential primaries and caucuses and developing appropriate recommendations to the Democratic National Committee for the nominating process beginning in 2008; and

Be It Further Resolved, the Commission shall examine all substantive, systematic, and incremental reform proposals while evaluating how specific proposals would be implemented; outlining measures to ensure compliance; and bearing in mind the Party's commitment to a presidential nominating process that is open and fair to all Democratic candidates and voters and that produces the strongest possible nominee; and

Be It Further Resolved, the Commission shall consist of between 25 and 40 members, provided that no more than half are members of the Democratic National Committee; and

Be It Further Resolved, that the Commission members include a Democratic governor, two Democratic U.S. Senators, a Democratic Member of the U.S. House of Representatives, and other Democratic elected officials, Party leaders, scholars, organized labor officials, grassroots community activists to be appointed by the Chairman of the Democratic National Committee within 30 days following the 2004 general election, and

Be It Further Resolved, that the Commission shall hold a series of regional hearings/meetings throughout the country and shall hold its first meeting within 90 days following the 2004 general election; and

Be It Further Resolved, the Commission shall issue its report and recommendations to the Democratic National Committee by December 31, 2005 for consideration and action by the Democratic National Committee.

Rules Committee of the 2004 Democratic National Convention

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Platform Hearing:

"Securing Our
Homeland"

May 22, 2004
Portland, Oregon

Platform Hearing:

"Protecting America's
National Security"

June 5, 2004
Baton Rouge, Louisiana

Platform Hearing:

"Progress for All"

June 18-19, 2004
Santa Fe, New Mexico

Platform Drafting
Committee Session

June 19, 2004
Santa Fe, New Mexico

Platform Committee
Meeting "A Plan for
America"

July 10, 2004
Hollywood, Florida

Platform Committee
Meeting "A Plan for
America"

July 10, 2004
Hollywood, Florida

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